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# Finabel



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**THE REDEPLOYMENT OF FORCES**

## BIBLIOGRAPHY PAPER

<b>BIBLIOGRAPHICAL INFORMATION</b>	
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# 1 General

**“We’ve got wheelbarrows full of doctrine on how to do the operational entry and sustainment piece. But there are about two cigarette packets of doctrine on the exit piece”.**

***Brig Stearns RM, CJFLogO***

There is no doctrine available to lean on for redeployment operations, a hard fact hitting the coalition forces in Afghanistan. With the upcoming challenge to redeploy a massive, near impossible to overview presence, every nation is struggling to find out what is required in order to execute this task.

It is clear that a myriad of activities will be involved in the execution, most of which will be governed by processes ranging from good housekeeping to national and international laws.

Finally, politics dictate what the military do and they have to respond quickly, well organized and tightly controlled. Whilst military have been building up for years, there is now a political will to end ISAF and it has to be shown that this can be done in good order, within budget limits, imposed timeframes and after multilateral de-confliction. Where the bigger nations have the bigger challenge, they also have the necessary means; smaller nations in contrast will struggle for resources. A prayer for coalition cohesion and not competition during this redeployment phase is more than hailed.

But redeployment is not a solitary event, it has to be seen in the broader perspective of a well-planned transition. The redeployment will not only deal with drawdown and reset, but as well with on-going sustainment during and occasionally even after execution.

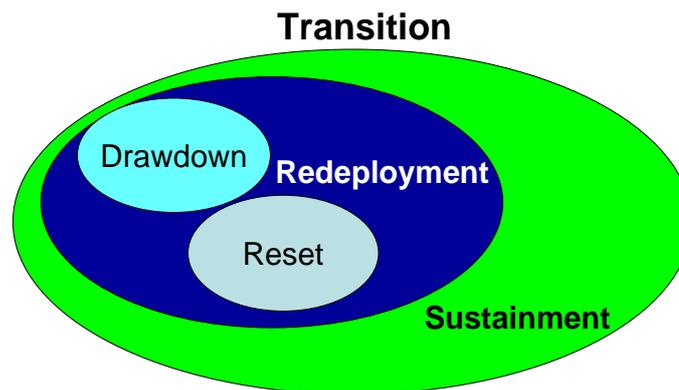


Figure 1 Transition

## **TRANSITION**

Transition, which arises from a political decision, will finally lead to the handover of an operation from coalition control to United Nations (UN), host-nation military, or host-nation civilian control. Such a major operation requires a very broad, not only military, effort. The redeployment of forces from theatre can be viewed as a separate operation to Transition; both are closely linked though. The logistic burden of removing coalition assets from theatre, especially after a long term and well founded campaign will be extensive and the political push to early draw down troop numbers will be very probable.

Redeployment will always be a result of the Transition and will lead to the transfer of forces and materiel to support another requirement or the return to the home stations for reintegration and/or re-processing.

## **REDEPLOYMENT**

It is often said that the redeployment phase is no different than the deployment. In simple terms, it is the deployment in reverse. Experiences have shown this to be false, whilst deployment is better planned in time, smaller in scale and more mobile, redeployment is generally due to an enduring footprint; larger, more static and thus time-consuming.

More than in deployment, nations must overcome the challenges of information sharing and synchronizing in order to optimize resources, facilities, and the lines of communications. Redeployment is not limited to the physical drawdown but also involves the reset for a new commitment.

### **Drawdown**

Drawdown is merely the physical transfer of equipment to its final destination, which can be the home barracks but also includes in theatre reshuffling and/or transfer to a new theatre.

### **Reset**

The end state of redeployment is to have the equipment and personnel operational again, whether it is on the shelf or in units at home, for reshuffling in theatre or for another operation.

## **SUSTAINMENT**

Concurrent with the redeployment requirement is the need to support the forces still present and/or remaining in theatre and the redeployment as such.

Although sustainment is an essential part of the redeployment it is not the main focus, it will only be in a supporting role. The concern it brings, is that finally it will need to be redeployed as well.

### **1.1 Purpose of the study**

The main purpose of this study is to provide insight in the complexity of and to forward recommendations for future redeployments. By focusing on the many challenges, the study will try to give value for money by proposing cost saving, effective and efficient measures and practices.

### **1.2 Depth of the study**

#### 1.2.1 Transition

Transition will be considered as on-going and not hampering the redeployment.

#### 1.2.2 External support

It is important to bear in mind that redeployment conducted with significant external support by resident parties differs greatly from one without. If for instance base life support, intelligence and force protection need to be provided by the redeployment task force itself, the execution will grow significantly in complexity and be vastly more expensive.

This study will not specifically focus on internal or external support, merely mention the needed support.

The nation that finally will need to leave as last will have a large number of additional concerns. However from a logistical (in contrast with i.e. force protection) point of view the principles will stay the same.

In the same perspective a full redeployment will add to the complexity because of the needed self-sufficiency, but the principles remain the same.

#### 1.2.3 Logistical focus versus force protection essence

The major focus of this study will be on logistics, more specifically on the redeployment of equipment. Hereby equipment is used as a term to comprise all possible materiel, holdings, physical items and stocks. Redeployment of personnel will not be dealt with in detail.



A force will be most vulnerable during transition and redeployment; therefore, force protection will likely be a fundamental consideration, but not the scope of this study. The requirement for security should underpin all planning and activity, and will indisputably add significantly to the complexity of the operation. The study will consider force protection in place and providing freedom of movement for the redeployment activities.

There will be no focus on the *medical aspects* unless there is a logistical need (i.e. decontamination of equipment).

*CIS aspects* will only be mentioned related to logistical requirements (i.e. for logistical information systems and reach back).



#### 1.2.4 Planned redeployment versus extraction

Redeployment is seen as a well in advance planned operation. A hasty retrieval falls under the chapter of extraction plans, which are mainly a national responsibility. Redeployment in a highly hostile environment where force protection is the major concern and requires numerous forces can be considered but again, will be the scope of extraction plans.



#### 1.2.5 Redeployment synchronization

The study will not focus on the necessary synchronization of the redeployment. It's evident that this will be required for the transition and in particular in logistics, certainly for ground space management, availability of strategic lift and the contracting potential. The opportunity of multinational solutions on the other hand, will be explored.

#### 1.2.6 Checklist: see annex B

### 1.3 *Structure of the study:*

The study will first focus on the generic design of redeployment and then a more detailed attention will go to an overall concept. In the concept the different components and processes of redeployment will be discussed in which we consider equipment management as the heart and will form the main body of the study. Finally some reflections will go to specific topics that need deepening; and at last we will close with best practices and common failures.

## 2 Operations to redeploy



Today the focus lays with ISAF. This theatre is known as one that has been building up for more than 10 years and has become static and very robust. With the upcoming drawdown in 2014 everybody is getting aware of the huge amount of assets in theatre, in personnel, equipment and infrastructure. On top of these there is an enormous presence of civil contractors and NGO's. For years there has been expansion without thinking of how all of this would finally be redeployed. At a certain stage nobody really pauses on this issue, the mission appears eternal and all possible needs get filled in, leading to an exponential growth. Then after a decade one starts to think about the end and plans need to be made.

### 2.1 Future Ops:

One cannot predict what the future will bring, but we can consider what would certainly influence the redeployment. It will be more the transition that will differ from the operation; requirements for redeployment will relatively stay the same but will be influenced by specific circumstances.

### 2.2 Determining factors :

As mentioned above we will consider the factors of influence on the redeployment and highlight their impact.

Factor	Impact
Timeframe	Speed – vectors - disposal
Geographical situation	LOC - vectors
Urbanization level	Third party logistics - LOC
Meteorological	Robustness
Security situation – threat	Force protection
Dispersion	Movements
Stability : static - mobile operations	Large – small infrastructure
Multinational operations	Coordination – de-conflict
Framework (Coalition)	Reach back – Coordination – de-conflict
External support	Self-sustainment
Political directives	All
Budget availability	Vectors - disposal
Multinational agreements	Self-sustainment
Vector availability	LOC – Speed - disposal



### 3 Redeployment design

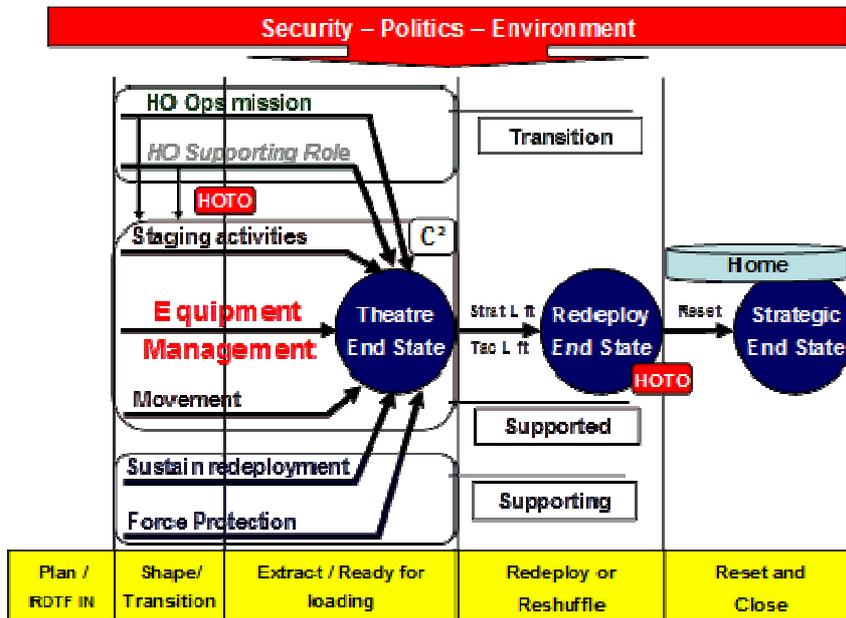


Figure 2 Redeployment design

This generic design shows the different Lines of Effort (LoE) required for achieving the desired strategic end state. Hereby redeployment will go through different phases and will be constantly influenced by the security situation, the physical environment and the political goal. The LoE are divided in three groups. The group "transition" points to the handover-takeover of the operational part and the support to external beneficiaries no longer possible. This transition will preferably be achieved early but may well last until the theatre end state, when all equipment is ready for drawdown. In the easiest of cases the shift to the Redeployment Task Force (RDTF) on the supported LoEs will occur sequentially and early, but more likely there will be parallel activities. The LoE in the supported role are the core business of the redeployment but cannot accomplish the task without the supporting ones.

#### 3.1 End states

##### 3.1.1 Theatre end state

This end state is reached when all equipment is ready for loading and to be shipped to its final destination, being the home base, a new theatre or a reshuffle within the theatre. In the generic design we consider it to be the home base.

##### 3.1.2 Redeploy end state

This end state is reached when the equipment is received at the final destination for further treatment. In the generic design this will be the homeland. It could also be a destination within the theatre or in a new theatre.

##### 3.1.3 Strategic end state

The strategic end state is reached when the equipment is at its final destination and ready for the intended use, whether this is on the shelves or to be newly engaged. In this end state all administrative issues have been solved and inventories have been balanced. In the generic design we consider the "reset" as the last step. It must be clear that the reset can be completed earlier pending the planned reengagement of the equipment, for example it could even already be achieved in theatre before the movement to the final destination. In the generic approach a handover-takeover will again take place between the RDTF and the homeland logistic capabilities for the final step of reset.

### **3.2 The Lines of Effort**

The study will only focus on the supported LoEs, Movement and staging activities will be dealt with in paragraph 4 and **Equipment Management**, as key in the redeployment in paragraph 5.

### **3.3 Phasing**

#### **Plan & RDTF In**

In this phase all strategic and operational planning is executed and the RDTF will be brought in.

#### **Shape & transition**

Transition is ongoing and hopefully reached early, the RDTF starts preparing for the actual redeployment with its primary attention to equipment management. At a certain stage, pending on the progression of the transition, the RDTF will take the lead of all activities and will have full command and control.

#### **Extract & Ready For Loading**

In this phase physical activities will prepare all the equipment for the final movement out of the current employment.

#### **Redeploy or reshuffle**

All the equipment will move to its final destination.

#### **Reset & Close**

In this phase equipment will go through regeneration, reconditioning for its final destination and future use. Finally the redeployment will end and all managerial issues solved and closed.

It must be understood that in this generic design the phasing shows a chronology that in reality will be more parallel certainly at "item level". The RDTF will not hold down for the transition to be fully completed, shipment will not await all equipment to be ready, but will be executed fractioned each time a total load is ready and vectors are available. Certainly the equipment management will start as early as possible since this will determine all necessary actions. It must also be understood that early drawdown of equipment can be executed whenever opportunities reveal and even before the planning has ended or the RDTF is activated.

### **3.4 Planning considerations**

Equipment drawdown is the finality in a redeployment operation although it may not be the political main priority. Therefore accurate coverage on the full equipment situation is vital to guide the strategic-level decision makers in terms of funding, reconditioning, and disposal of equipment. Prioritization of equipment redistribution and disposition must be established early and will need this involvement of the strategic level. The identification of how much equipment is on the ground and its location, type and condition will allow for timely planning. This will impact on the mode of transportation, needed resources, timeline and required personnel and storage capabilities.

In order to assure a feasible and widely understood design the staff estimate will need to pause recurrently and update everybody. The operational intent and why certain orientations are taken must be unmistakably understood. Broad coordination will be the key to get everyone involved and assure a plan carried and identically interpreted by all.

Already during the planning phase there must be an excellent communication with the theatre. It is important that they have impact, that the staff gets the right info timely and that the theatre feels engaged as well as its hierarchic echelon at home. Because the planning will most likely be at home base staff level, an on-site survey largely in front of the planning is essential. All key staff elements, reinforced with the necessary Subject Matter Experts (SME), must participate in this site survey in order to collect the crucial situational awareness.

The design needs to be crystal clear in desired timings since these will determine the needed vectors for the tactical and strategic movement, which will need to be ordered well in advance.

The initial plan following this design will however not survive contact as events unfold on the ground. The ability to adapt to this reality is, therefore, of dominant importance.

## 4 Concept of redeployment

In this chapter we will focus on the different processes and capabilities needed to execute the redeployment.

### 4.1 Force protection

Though force protection is not the focus of this study, it is clear that it will be of the utmost importance. A mechanism will be needed to regroup all assets to a logistical location where the redeployment activities can be assured in a secure way. This mechanism can be described with the schematic beneath:

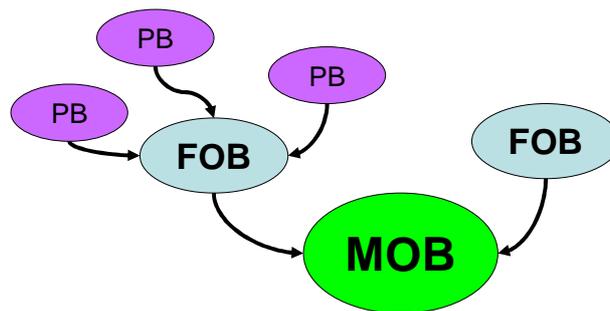


Figure 3 Hub and spoke

PB: Patrol Base  
FOB: Forward Operating Base  
MOB: Main Operating Base

Hub and spoke is a simple and effective concept for shrinking footprint while simultaneously closing and transferring locations. Units draw down equipment and personnel from smaller bases while the parent base provides over watch and security. Force protection and drawdown planning must be conducted in parallel, ensuring that force protection equipment is not removed until the security situation permits it.

### 4.2 Redeployment Task Force (RDTF)



Ideally the RDTF would be a capability on its own; and be in charge till the end, closure included, and it should form, train and prepare for this role at home base. In-place forces can also conduct the redeployment activity through existing units, but will face a difficult mission without reinforcement. A custom-made RDTF offers vast value. This capability can be developed in theatre provided the existing logistic capacity is reinforced with subject matter experts that can be called “contact teams” (CT). One should not hesitate to bring in these military and civilian subject matter experts wherever they can add value.

The advantage of the latter is that specific skills will only be brought in for the time needed and that there is continuity with the in place logistic as such guaranteeing a better logistical responsiveness and follow-on. It is however necessary to bring these CT in early for reasons of trustworthiness, loyalty, mutual understanding and the fostering of cohesion and team spirit.

Bearing in mind that bringing in CT is costly and that it is a better solution to, where coalition support is available, use it as ruthlessly as possible.

Typical CT are:

CIS personnel (network, ITV, communications...)
Specialized equipment experts (medical, high-tech, low population...)
Store managers (all classes and specific Eqt)
Cargo handling specialists (BBPCT, MHE operators...)
Movement control personnel (including customs matters)
Maintenance Capacity
Home base equipment management (continuity)
Munitions specialists
Infrastructure engineering
Environment specialists
Decontamination specialist
Liaison personnel
Log IS specialists



The RDTF has to focus on technical skills above the tactical ones. Exhaustive knowledge of all the equipment in place is crucial, certainly for the equipment that was procured through urgent operational requirements. It is not unthinkable that this kind of equipment is not well known in the home base and that it is badly accounted for in theatre.

A special focus of the CT for high-value, low-population assets, and politically and militarily sensitive equipment is appropriate. This kind of equipment will probably require a priority and specific, tailored treatment

If there is no full structure RDTF brought in, key staff personnel (C<sup>2</sup>) will need to be put within the 'in-place' force well in advance. When the operation shifts to redeployment as the supported mission, it is essential that the RDTF HQ is already formed and ready to take command and control of the redeployment mission.

The inclusion of liaison personnel in the RDTF from key enablers in theatre (or vice-versa) will smoothen what could otherwise be a very rough road. Utilizing liaison officers with coalition partners will boost the success in finding logistical assistance.

Sustainment will need to be guaranteed during the redeployment, the capabilities to provide this can be either embedded and under command of the RDTF or separately, with an own C<sup>2</sup>, coexisting. The detached solution will hamper possible synergies and size up capabilities. From a coordination point of view, integration is the better solution; it will ask clever synergy planning, but will ease the ultimate redeployment

### 4.3 Equipment management

The equipment management is the key element and will be handled separately in Par 5. Essential is clear direction and guidance on where items are to go, when they need to be there, and in what condition and desired order they should arrive.

Preferably this is incorporated in the existing logistic information system.

This data will be called "**The Desired Exit Status file**" (DES) and provides an overview and quick reference for all, down to the working level. To the best of conditions the DES should be finalized before the redeployment starts.

### 4.4 Infrastructure



It is plain as the nose on your face that the major engineering challenges of the drawdown will revolve around infrastructure. As for equipment, all infrastructures (fixed and mobile) must be incorporated in the DES. Full description and plans, subsurface and surface are required for further dealing with the infrastructure whether it is to demolish, dispose off or handover.

The first requirement will be to confirm to the existing base closures and return procedures. First priority is to gather as much evidence as possible regarding the condition of any infrastructure in order to negate any successful future claims in case of accusations of damage and environmental harm.

Mainly the "fixed" infrastructure must be considered, the semi-fixed or mobile that will be shipped home is to go through the equipment process.

Connected to the infrastructure will be the service and employment contracts, make sure not to forget to close these down, which can be quite challenging.

The philosophy for fixed infrastructure is to avoid breakdown. Demolishment will be very expensive and can leave you with pollution issues. A transfer to a new owner avoids these costs and also handovers the environmental responsibility. The setup of a leasing formula is another option and can even be arranged through a third party.

#### In case of a takeover or sell



It is difficult to quickly and accurately estimate the true value of infrastructure in order to offer transparency to a potential buyer. This needs to be completed prior to redeployment. Better still, value would be assigned at time of build and depreciation subtracted with time. But the real value is often what one wants to pay for it, since by redeploying you are in an unfavorable negotiating position due to the urgency and the lack of competition.

If you handover make sure that the necessary documents are in place. Firstly a disclosure report is needed to relieve you from environmental issues, prove water quality and agree on left behind goods. Secondly a certificate is needed

in which the profiting party accepts the infrastructure in satisfactory conditions and finally a waiver to absolve the handing-over party of any future liabilities.

#### In case of disposal

Demolition and disposal must be done in accordance with the owner of the land and will include constructions, concrete pads, life support services subsurface, surface or raised (water pipes, wastepipes, sewer, communication lines, high and low voltage lines, black and grey water storage ...).

In this case, a particular attention has to be given to the environmental issues. In principle, land remediation will have to be executed in accordance with the local/international regulations. All contamination caused by Hazardous Material (HAZMAT) and sewage spills must be dealt with. This requirement can even be extended to the exterior of the compound where connections pipes were installed.

On the other hand Infrastructure will be needed by the RDTF and can only be disposed of when obsolete. There will be a need for office space, lodging accommodations, maintenance infrastructure, protected and secured storage, sheltered cargo handling areas and staging areas.

Avoid a disposal plan that implicates moving parts of the RDTF and assure an acceptable level of comfort.

Be aware that with the transition ongoing there will be mounting pressure to move quickly in case of handover of infrastructure.

## **4.5 Personnel**

A meticulous Personnel Reporting (PERSREP) is needed to tell who is where on a daily basis. An accurate oversight will be a tough challenge due to the numerous handovers and flow of personnel. On top of that, contractor numbers will often be inadequately monitored.

Ideally an ID system with scanning option is in place to monitor personal flow, this linked to a physical control and confirmation by the HR managers at the unit level should be an error proof system.



Most likely there will be a political guidance on the ceiling of troops allowed in theatre. This can be a bottle neck for the redeployment where extra personnel are needed. This needs to be communicated early at the political level to ensure the necessary freedom, in absence of consent this will impact on the geographical layout and can impose a RDTF to be deployed out of area.

A system of decompression can be in place for troops and will certainly impact on the planning and execution of personnel drawdown. Early and clear guidance will be needed on what is required and where necessary exceptions are to be made if decompression would hamper the redeployment. The advantages of decompression, incidentally difficult to measure, might be lost when balanced against the efforts needed during large scale redeployment.

Personnel are inevitable linked to equipment and vice versa, therefore the corresponding databases should be connected to match the shipment of equipment with the flow of personnel. The redeployment plan will mostly be based on capabilities to shut down and be drawdown. The general approach is that first personnel will be

marked for redeployment; as a result the corresponding equipment needs to be easily identified for consignment.

## 4.6 Log C4 - Information management

The command relationships between the RDTF and the many actors in theatre need to be clearly established. For a fluent, non-conflicted execution of the redeployment a good C<sup>2</sup> structure ensuring unity of command is needed. Not only within the RDTF but also for the supporting capabilities such as force protection, medical support, sustainment ...

A good C<sup>2</sup> is crucial for the RDTF but on top of that robust and reliable CIS is required. Huge amounts of logistical data, especially if you are conducting redeployment for an extended operation, will need to be handled. Not only for recovering the information accumulated over the years of operations, but also for the information you will produce during the redeployment. Pending on your logistical IS this will be a trouble-free job, or one that will be very challenging.

In the best of cases a "logistical IS" is on hand that works through a central database, which already rubs out the issue of searching, collecting and distributing the needed data.

Force structures, force holdings and manning need to be easily retrievable and linked; changing one of these components in the redeployment plan must directly show the impact on the others.

The DES as already mentioned will be central for the equipment management and will need to be accessible for all, from top to bottom. Again, a central database will ease this requirement.

A lot of non-logistical data will also need to be recovered and processed, this may not be a logistical responsibility but once collected it will necessitate redeployment as well. In case of operational data, this will certainly be classified and will demand specific treatment.

Alongside the less voluminous digital data a lot of paper records (classified or not) will most likely require shipment, be prepared to handle this accordingly.

Take into account the fact that the CIS will need to breakdown for redeployment too. Assure that the necessary tools and communication means remain available until the end. During the planning phase the CIS downgrade must be wisely judged in order not to hamper the redeployment needs.

For all CIS, interoperability is essential; always hold the capability to communicate with those who can assist you, or you will fail to obtain the needed external support.

## 4.7 Movement issues:

### 4.7.1 General

For the movement one could consider two options: a "door to door" (D2D) or a "port to door" (P2D) redeployment. In the first case the RDTF will be responsible for all the movements starting from the location of the equipment, the second confers responsibility for bringing the equipment to the desired POE to the client. However it needs mentioning that whether conducting D2D or P2D redeployments the needs stay the same, only responsibilities change.



Therefore a generic movement will be considered where we will not focus on who is responsible, but simply what needs to be done.

We consider that the equipment will always be handed over to the RDTF in a staging area (SA), of which the location can vary in function of the operations. Not all material must be brought to a staging area; some cargo is better prepared at the unit's location and handed over to the RDTF who will take care of further treatment and shipping, certainly if handling would involve a duplicate activity (Stocks...).

The DES will show the different stacks to make, according to destination and vector. This must be translated into meaningful movement data.

## 4.7.2 Schematic

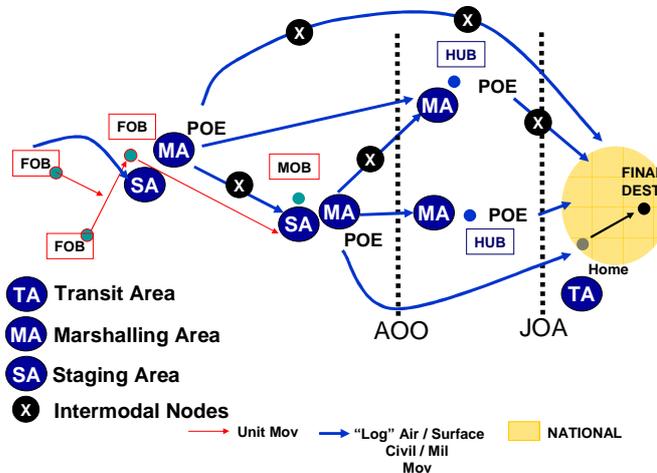


Figure 4 Redeployment schematic

Equipment is brought to a SA for further conditioning for shipment. The movement to the SA can be performed as a unit Mov (tactical Mov or road march) or Log Mov pending on the Ops Sit. It is in the SA that handover will take place and that the equipment is checked to be in accordance with the DES.

Further shipment will always necessitate a marshaling area (MA), where equipment is placed ready for loading according to the DES in the POE (Air, Sea, Rail, Road, ...).

During every movement it is possible that there are intermodal switches, which can necessitate a MA.

Characteristically the MA and SA are located in a secure environment. If this is not the case, a different naming is essential (Tactical assembly area) to remind soldiers that they are still in contact with the enemy and that unloading, reloading, and getting transport back on the road remains a combat operation, not an administrative movement. Even when located in a secure environment it is possible that the connections between the areas are unsecure.

At the final POE, just before the strategic movement, a logistic hub can be put up for equipment management.

Finally, the equipment will arrive at the POD of the final destination (in the schematic considered as home base, but could also be another theatre) where equipment will be handled in a transit area for the final movement.

Movement control personnel (MOVCON) will be essential with every intermodal transfer in order to take care of the necessary administration, procedures and regulations.



## 4.7.3 The Staging, marshaling and transit areas



Regardless of how equipment will be staged in SA or MA, these areas can quickly become very large and will call for an excellent management. Contractors will need access for loading vehicles, so sensitive areas should be avoided for erecting a MA/SA.

It is understood that the movement to the first SA can be in ongoing contingency operations. However, there are some actions units can take to facilitate this movement, certainly in case of a contracted move. Units should attempt to establish a separate location for equipment and vehicles awaiting pickup, a mini MA under the control of the unit's movement personnel. This will help minimize carrier movements and speed up the loading process.

**Staging area**

When a unit arrives at the SA the equipment handover will occur and responsibility and accountability is handed over to the RDTF on condition that the criteria as mentioned in the DES are met.



In the staging area equipment will no longer remain in unit configurations but will be organized for efficient further shipment. This shipment will never be “tactical” but may require force protection or HNS security support. The key requirement for the handover in the SA is proper documentation of the equipment. In order to allow further treatment it is essential that



accurate cargo lists, dangerous goods documentation, parts documentation and status description are accompanying the equipment.

In the staging area further activities of the equipment management will take place and this will require specific infrastructure for storage, sheltering, cargo preparation, cargo handling and decontamination.

**Marshaling area**

Where the SA focuses more on the equipment management, the MA is purely focused on movement issues. The marshaling area is the final location where equipment is assembled and properly arranged before efficient loading on the transport vector or where an intermodal switch is executed.



**Transit area**



Area for buffering after the unloading of the transport vector and organize and condition the equipment for further movement to the final destination. At this area custom activities and administration will take place. Many of the functions needed in a MA will again be necessary in the TA.

**4.7.4 The logistic HUB**

There is an option to install a logistic Hub near the POE just before the strategic movement. In this concept the activities that normally would have taken place in the SA will now be grouped here.



This option is needed when due to theatre personnel ceiling the RDTF cannot deploy (completely) in theatre or when ground space management doesn't permit to install the SA in theatre.

All necessary logistic capabilities can be grouped in the hub for the equipment management before the strategic move.



#### 4.7.5 LOC



If the GLOCs transit through many countries, agreements will be necessary. The agreements should always be multilateral instead of bilateral. Reality however, shows that many nations (certainly the bigger ones) do not want to wait for the multilateral agreements and start bilaterally. Smaller countries experience difficulties to negotiate all the necessary bilateral arrangements and all the separate efforts should better be grouped for a common solution. The transited countries would gain in bureaucracy but on the other hand probably lose profits.

Instead of only negotiating a multilateral agreement for the way up during deployment, the reverse movement for redeployment should already be included.

These multilateral agreements are certainly a challenge for the framework organization (EU, NATO, UN...) in order to assist the smaller countries, even if the total of their equipment represents only a small fraction, they do need an economical "way out".

#### 4.7.6 Strategic lift

The need for transportation vectors is to be calculated early during the planning phase. The strategic air and sea assets in particular will be scarce and will ask for a timely demand or contracting. Not only transportation assets but also port facilities will be required for the strategic transport. The intra-theatre airlift need for oversized elements and the amount of cargo not transportable within acceptable rotations by smaller own aircrafts, must also be identified early.



If outsourcing is mandatory a long lead time due to legal, administrative and budgetary constraints must be incorporated. The better solution is to use the existing military transport networks like EATC (European Air Transport Command)

and MCCE (Movement Coordination Centre Europe).

With MCCE:

- Bilateral/multinational agreements can be concluded for different transport modes;
- Lateral support between MCCE members can be concluded via exchange of services for the ATARES members (Air Transport, Air Refueling and other Exchanges of Services) or by cash payment for non-ATARES countries;
- Strategic aircrafts (AN124, IL76,...) of SALCC (Strategic Airlift Coordination Centre) can be ordered;
- Strategic aircrafts (C17) of SAC (Strategic Air Command) can be ordered.



Optimizing the payload of the strategic airlift by prepositioning equipment at less limited ports is an effective measure to downsize the total requirement of strategic aircraft.



#### 4.7.7 Intra theater lift

Unfortunately experience learns that the planned air assets requirement will easily be doubled when reality is met on the ground (breakdown, weather conditions, timing, synchronization, delay ...). A smaller margin should be identified for the strategic lift, a substantial one for intra-theater lift, because it can hamper the strategic lift to start as planned. In order to assure that all loads will be available, intra-theatre lift must be executed, therefore it must be planned with an appropriate buffer in time and/or quantity.



#### 4.7.8 Strategic POE choice



The choice of the needed strategic POE will be mainly determined by geography and the required capacity in volumes and accessibility of the used vectors. In case of intermodal switches the proximity of both the POD and POE can be an important requirement in order to avoid additional longer movement.

### 4.8 *Multinational aspects and solutions*

Although we would like to believe that an overall multinational (common) solution must be achievable from the start, the reality is that nations plan individually. Multinationality only exists during execution where there is goodwill on the ground. To achieve a multinational approach during planning, nations will need to provide many details, which imply a national planning. The multinational planning, with coordination and de-conflicting will be more time-consuming than a strictly national planning and will push nations to an own solution, even if in reality it will conflict during execution.

A multinational solution cannot be dictated, flexibility will be key, purely national planning must be accepted and multinational solutions will be found during preparation and execution.

In contrast, smaller scale, bi-national planning will be easier to achieve and can form the foundations for spreading and can e.g. be based on STANAG 2034 (mutual assistance), if applicable.

Where multinational planning is unachievable, multinational solutions for specific common capabilities like material handling, decontamination, disposal, de-gassing...should be feasible. Here lays a challenging task for framework organizations to take the lead (NSPA...)!

## 5 Equipment management

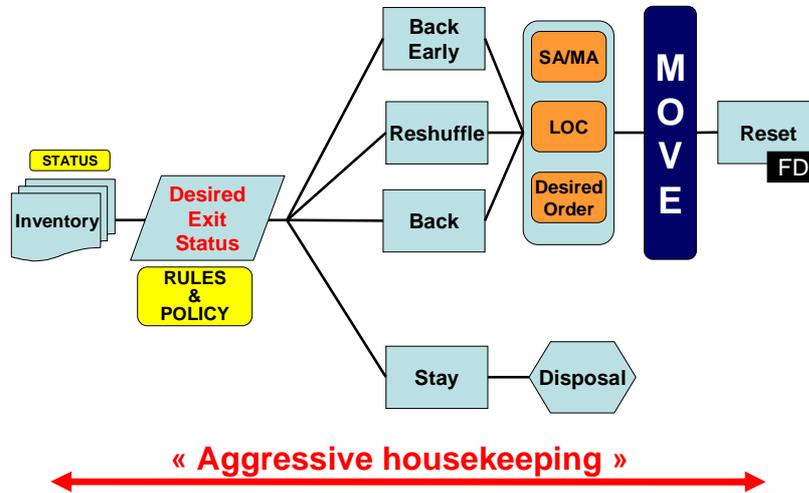


Figure 5 Equipment management

The scheme above shows how all equipment should be managed. At first a detailed inventory of all existing equipment and its condition is paramount for part by part decision of handling. For each item the primordial question is whether it will be moved to a new destination or if it will be disposed of in theatre. If equipment will be moved, final destinations, SA/MA, timings, order and LOCs (vectors) need to be determined. The remaining equipment will be disposed of in theatre according to a desired manner.

Finally the reset of the equipment must be planned for its future engagement.

Aggressive housekeeping will be the only option to achieve this in a high-quality manner, no space for indifference can be left.

All of this information must be gathered in the unique Desired exit status file, reflecting the rules and policies for the equipment management.

It is of the utmost importance that the equipment management is well in advance and indisputably decided upon, since it will determine all redeployment activities.

### 5.1 Desired Exit Status file (DES)



The Desired Exit Status file is the backbone of the redeployment; it will be developed by planners with strategic guidance and approval. In fact it will reflect the prioritization and relocation in a detailed list.

By having the approval at the strategic level, heavy time-consuming administrative procedures can be avoided during the execution phase as it comes to deciding in which way equipment will be oriented.

Logically only that equipment with significant value, where the cost to buy new outweighs the cost of transportation and processing, or those subject to long

manufacturing lead times, or critical in stock, will be marked to redeploy and reset. For all the other equipment methods of disposal will need to be found.

Ideally, the initial procurement of the amount of equipment considers the possible disposal when deployed. If this is not the case restraining re-procurement budgets will always lead to a redeployment philosophy without economic considerations and will weigh on the redeployment budget.

The Desired Exit Status must be established for each piece of equipment (vehicles, sets, assets, spares...). It will provide at least the following information: Description (type, weight, dimensions and movement details), Number, Location, When, where and how to move, current and future Status... Knowing all these details will allow optimizing resources at the right place.

The DES will become the bible for the execution level but should leave freedom for adaptation whenever the reality on the ground shows the urge to do so.

In order to fight the 'pool car' mentality it is key that the ownership of the equipment remains with the user until the expressed Status in the DES has been met. This status can evolve during the redeployment process with the steps taken.

The desired status must be chosen wisely, units must be able to attain it without difficulties, or this will delay the redeployment. When HOTO is planned after a tactical move, it's clear that no high demands can be desired.

## 5.2 Aggressive housekeeping

This will be the attitude to cherish during the planning, execution and closure of the redeployment. Moreover, this philosophy should be the guidance for every logistic lay down in order to avoid weighty correctional measures.

Aggressive housekeeping considers:

### Accountability

Ensure that equipment is accurately accounted for utilizing the logistical information system.

If equipment cannot be accounted for, normally it would be written off, yet reality shows that the 'missing' items almost certainly are in another location on somebody else's books. The better solution is to have active tracing in place to investigate shortfalls and solve them. Surely there will be items not accounted for on every location that should be taken into the books. In the end the total balance will most likely be less negative. The active investigation can solve many of the shortfalls in theatre and should continue after the redeployment for where the balance is still negative. A particular attention should go to nonstandard equipment as probable less accounted for.

Smooth procedures for dealing with differences will enhance the bookkeeping.

### Early and near disposal

Equipment for which there is no lasting liability and/or other immediate operational requirement should be disposed of as close to the point of use as possible. This will serve to reduce both cost and effort.

### Early back loading

Excess stock and battle damaged equipment must be reduced early. Special "sweep" teams should actively search for potential back loading.

Conversely pay attention to the pro-activity of the theater when they start shipping back early or even worse regularize by disposal. Their judgment could be in conflict with the DES and can lead to weighty corrective activities or financial loss. It is only logical that once redeployment is announced units start "cleaning up", certainly to avoid criticism for overstock and unaccounted for equipment. Again smooth procedures to allow regularization will be supportive.



### Effective identification, codification and documentation

All equipment must be known with all necessary parameters for further treatment, this includes the needed repair, inspection, administrative regularization and certification. A clear final destination and future use is to be given to all equipment.

### Efficient packaging & cargo preparation

In order to efficiently ship the equipment it needs to be prepared and packed in a resourceful way. Clever solutions need to be made-up for cost and volume saving in order to reduce the requirement for recipients and BBPTC (blocking, bracing, packing, crating, and tie-down) attributes.

### Tracking & Tracing

The only way not to lose your equipment is by following it closely. A real time system will be overkill in most cases, only chokepoints need to be identified where the equipment must be scanned, detected and registered.



### Cont 20 Ft management



Containers 20 Ft in particular, as the preferential method of packaging and shipping, demand a profound accountability and visibility throughout the transit process. Containers 20 Ft “on the drift” lead to a large amount of unaccounted property and must be avoided. Reality shows that many of the on-site containers will no longer possess the Container Shipment Certificate (CSC) and thus will not be fit for sea transport. A permanent or at least early investigation must be in place to reduce this number by repair. Those no longer fit; can still be evaluated for road or rail

movement. The remaining lot will need to be disposed of.



### Financial bookkeeping and control

Keep track of what and where will be the expenditures.

National rules on delegation levels for local contracting and the related procedures for bookkeeping will be applicable and must be followed. An automated software application with build-in audit trail operated by qualified personnel will be needed to perform the financial tasks.

### 5.3 Triage, packaging and marking

All equipment must be codified and documented correctly before triage is even possible. It is only by this essential information that adequate packaging and correct marking can be achieved for the equipment to ship.

The physical treatment of every piece of equipment will allow correct identification of the equipment and its handling in accordance with the DES. Individual labeling is mandatory. Whenever cargo would come apart the items will still be marked and reach their final destination were they will be easily handled without the need for re-identification.

Adequate internal control is critical to ensure that all equipment is correctly identified, handled according to the DES and properly sorted, packaged, segregated and stowed.



The packaging (BBPCT) of equipment demands a lot of attributes: straps, belts, foil, bags, pallets, crates, boxes, containers... and will have an impact on the volume and weight of the loads to ship. Estimating the load volumes and weights constitute a major challenge. Already during planning volume and weight will determine the needed vectors for transport. Unfortunately these parameters will only be known correctly once loading is ready.

Planners will need to provide an educated guess based on the DES, where in the best of cases all equipment is characterized with correct weight and volume. A margin will need to be joined for the BBPCT needs, which better leaves spare capacity than shortage. During execution the total will hopefully balance the partial errors.



### 5.4 Contractor equipment

Contractors must remove their equipment in accordance with the redeployment plan and coordinate for that equipment's removal (latrines, trash dumpsters, force protection and communications equipment...). Failing to remove contracted equipment will cause problems. The RDTF must impose a timeline for removal of equipment and termination of services. A branch plan must be considered if the timeline is not met.

## 5.5 Stocks



Stocks are to be inspected and classified as serviceable or unserviceable. Depending on the assessment made for the DES as mentioned above stocks will be redeployed or not.

Once an operation is scheduled for redeployment (during transition), it is wise to start consuming these stocks instead of keeping the usual stock level. This has implications for the autonomy of a force and should be judged carefully. On the other hand, it is imperative to switch from a push mechanism to a pull mechanism to

avoid that stock levels would even be higher than the required level.

By stocks we consider: food; medical supplies, ammunition; nuclear, biological, chemical (NBC) items; construction materials; repair parts; spare parts, and Class III (Bulk).

Ammunition in particular is labor-intensive for shipment. In case of small arms ammunition (SAA) where each item is to be processed by inspecting, packing, returning, repackaging and then reissuing it, would cost quite some time and money. Balanced against the cost of buying the same item, new, at home could easily show that this doesn't represent good value for money. Additionally the transport of ammunition is a heavy administrative task (dangerous goods, diplomatic clearances ...) which leads us to the conclusion that where possible it is better to reshuffle or dispose of in theatre.

Although not to be considered as stocks, a special attention should be given to the maintenance tools, of which some can be quite voluminous and/or heavy and will be needed until the very end.



## 5.6 Desired order – nodes – Tracking & Tracing

The equipment will flow through different nodes on different vectors following a desired order as a result from the DES. Hereby **total asset visibility** is indispensable. It provides the ability to obtain information on the location, quantity, condition, and movement of assets through the logistics pipeline.

Whenever total asset visibility is difficult to achieve (how much, location, condition, classification), limit it at chokepoints or where it can deliver added value, either for adaptive planning, or for changing route or packages. Check for existing "routing" systems in-theatre which could also provide tracking and tracing information. In example the NSPA "routing Hub" program provides this service. Most likely the use of these third party services will require a compatibility check and will result in a compulsory standardization.

## 5.7 Material Handling Equipment

The need for material handling equipment (MHE) requirements is not easily overestimated. It is prudent to anticipate on MHE shortages, it will break, be required elsewhere to support other missions, or end up insufficient for the mission at hand.



Container handling equipment in particular is crucial for a successful

equipment management. Relying on external support is not a clever solution. The risk of not having sufficient assets can weigh heavily on the redeployment.



A single container can easily require a dozen times handling before it finally reaches its final destination (Station-place, SA, MA. Cargo loading, POE, TA, POD...). It is imperative to either bring in the needed container handlers or to contract them up front in theatre. MHE includes: pallet transporters, weighing balances, air pallet carriers, forklifts, cranes, wrapping machines, rack stapler, bulk treatment, aircraft loaders...

## **5.8 Reception at final destination**

The final destination can either be the home base, another theatre or intra-theatre. It is not a RDTF task to further deal with the equipment once it reaches its destination, but necessary actions will need to be undertaken to achieve the strategic end-state. Depending on the destination additional movement may be required and must be planned and organized by the beneficiary. Essential for the closing down of the redeployment is that accounting for is accomplished by the receiving end and no open issues remain in the final balance. In the end the RDTF needs to be able to close all bookkeeping of the redeployed forces.

## **5.9 Reset**

Military reset, in simplest terms, is intended to reverse the effects of wear and tear on all equipment. Generic it refers to a series of actions to restore units, or the military in general, to a desired level of readiness, reset actions may include following strategic needs:

**Repair:** Rebuild or repair equipment to meet the standards.

**Recapitalization:** Rebuild or repair equipment to a level that increases the performance specifications of the equipment or returns the equipment to a “zero mile/zero hour” level with original performance specifications.

**Replacement:** Buy new equipment to replace battle losses, washouts, obsolete equipment, and critical equipment left in theater.

Generic reset will be organized at the home base and will not be included in the RDTF contributions. If the final destination of equipment is another theatre, a derived, smaller scale version will nonetheless become a RDTF responsibility. Equipment that will be engaged again will need to be brought up to specified standards and the RDTF will need to reach these within its means and capabilities, or be tailored to do so. These actions resort to some extent under reset but are merely focused on assuring the equipment is operational.

## 6 Special considerations

### 6.1 Contractor Support + local employees



If a contract coordination center exists, all requirements and closing down should go through this office. Ideally a policy to prevent competition among coalition partners for scarce contracting resources is in place. In absence; attention for exorbitant prices is advised. Certainly check for contractor procedures which allow participation in existing coalition or national contracts.

Open communication and strong relationships with contractors are essential to guarantee their engagement and retention, certainly during redeployment when a long-lasting commitment is absent and the return on investment should be assured.

A special consideration should go to the services contracts and interpreters with local employees. With long-lasting operations the local employees can be (partially) disconnected from their normal habitat. Some nations grant asylum to loyal employees, an idea that needs further consideration.

Contracts will need to be ended within its terms and conditions or handed over to remaining troops.

### 6.2 Memorandum Of Understanding (MOU)

Have a close look at the existing or to develop MOU for cooperation like e.g. SALIS (Strategic Airlift Interim Solution). They are an excellent alternative when flexibility and short delays are required.

### 6.3 Diplomatic authorization and custom regulations

Many of the transports will require diplomatic clearance. This administrative process has quite a “lead-time” (up to 5 weeks) and comes with a tight expiration date particularly for hazardous goods (24 to 72 hours).

It needs no further comment that this will have a major impact on preparation of the loads and will impose considerable delays when a given slot is not matched. Asking for more slots than needed is an option but not always well received if this becomes the rule rather than the exception.

Make sure that all import documents for the equipment during the initial deployment were well archived; they will be needed for the export. Be prepared to face an odyssey journey through all the bureaucracy of the exporting and transiting countries.

For all custom activities SME (movement control) are indispensable, make sure these specialists are present at every location where cargo will pass and customs administration is required, certainly in a multimodal environment where cargo will be transferred between transport modes.

All personal luggage will need to be scanned in order to eliminate contraband. With the same aim all cargo has to be inspected before shipment by military customs inspectors at the time it is placed in its receptacle for movement and secured until departure.

The use of dogs for this inspection can be a surplus and can speed up the process.

### 6.4 Legal issues

A preceding, profound study of the higher juridical framework (e.g. SOFA) must be conducted in order to determine the legal responsibilities. Legal specialists should bent over all possible issues during planning and execution and determine the path to follow.

### 6.5 Environmental care and “Land return”

Land will need to be returned to the owner or handed over to a new occupant, with this environmental concerns will pop up.

Multinational solutions must be coordinated to ensure burden sharing and that processes for disposal and handover are executed in a way as to meet environmental and security standards. Environmental reviews

should be done for all sites, and remediation measures undertaken where impacted areas are identified. As remediation can be long lasting, the assessment of the site should start early in the redeployment process. Existing policies and directives should be applied consciously. In particular, the “environment handover certificate” is fundamental to formalize the handover and to avoid later on discussions or claims. In case of land remediation all contamination caused by hazardous material and sewage spills must be removed, this extends to the exterior of the compound where connection pipes were installed or connected. All significant holes are to be filled and compacted and all scrap material and debris of any type is to be removed from the land and disposed of in accordance with the appropriate regulations. The need for disposal of fences and barriers should be clarified with the land owner. Environmental care is not only a must-do from an ecological view, but is also essential for winning hearts and minds; moreover when not taken care of properly media impact will be disastrous.

## 6.6 *Bio-security and cleaning of Mat*

Until now we considered this as “decontamination”, the better terminology is though “Bio-security”. Bio-security involves the measures required to prevent the spread of:

- Diseases affecting humans, animals and flora;
- Pests;
- Flora and fauna to a foreign country or region.



Standardized guidelines are nowadays nonexistent; nevertheless a considerable amount of legislation and regulation, both national and international exists and are demanded by countries so as to diminish the proliferation risk. Equipment is to be thoroughly cleaned and as a minimum this must include the removal of encrusted dirt and organic material. The use of disinfectants is normally unnecessary but can be imposed. Getting all the equipment through this process will be lengthy and will require specific capabilities.

Equipment moving across borders is to carry a “Bio-security Certificate”. This certificate confirms that appropriate measures have been taken to meet Bio-security requirements, including details of any specialist methods undertaken and any chemicals used. Unfortunately this certificate is not yet internationally standardized.

Be aware that failure to comply or certification issues may lead to shipments being delayed or even refused entry.

## 6.7 *Dangerous goods :*

The shipment of dangerous/hazardous goods demands long lead times. For this each company sized unit should have at least one specialist trained to certify hazardous cargo for all commercial and military modes of shipment. He will be responsible to ensure and personally inspect that shipments are properly prepared, packaged, labeled, segregated and the needed documents signed.



## 6.8 *Proof of good order*



It's more than likely that there will be a political and/or strategic interest on what the expenditure was for the redeployment. Cost-cutting measures or value for money will need to be proven. If evidence is to be found at the end of the operation to demonstrate good order, it will be a near impossible job.

Collecting the evidence must be a parallel activity, not an end-of-operation action point. It is the better solution to embed at all levels observers and advisors for reporting and remedying. The purpose is not solely to collect the evidence of what is in compliance with the standing rules and policies but also to actively seek innovative solutions where needed, with a reach back capacity to the home base.

The key to success is to promote this ethos of reporting, registration and problem solving

from the highest level down to the work floor. Procedures should empower SMEs, encourage fact-finding and regularization; and discourage cover-ups.

## 6.9 *Memorials*

If you accomplish the best redeployment possible but shock families by mishandling a memorial issue, the redeployment will be seen as a failure, certainly if media get involved. Memorials need to be moved with caution and concern. The same prudence is required for the naming of compounds, where this is related to a fallen soldier. In case of a HOTO a clear arrangement will be needed.

## 6.10 *Media*

Redeployment is not sensational, so spontaneous media attention will be unlikely. On the other hand it is a great opportunity to show the enormous challenges. Media can be used to bring the first-class news by providing interesting articles and news releases concerning for instance the value for money solutions, the multinational cooperation... A media staff is necessary to achieve this and should be integrated in the RDTF.

## 6.11 *Methods of disposal*

Equipment not returning or given a second life on a new location will need to be disposed of. Normally, the theatre will only have authorization to declass unserviceable equipment within a certain delegation. As mentioned earlier, not only unserviceable equipment may be earmarked for disposal, but all the equipment following an economical principle. The judgment must be done during planning with strategic approval and must allow the theatre to dispose of where it's the preferred solution.

Pending the orientation following methods of disposal exist:

**Sales:** Materiel for sale that must first be removed from theatre will not attract a high priority, ideally sales are done as nearby as possible. Mind that the value of materials sold may only be marginally greater than the incremental cost of processing the materiel for sale, the profit can be little but the gain large by not needing to ship it back home or to dispose of.

**Giftng / Donations:** The transfer of materiel to other at no cost including the transfer to HN agencies, OGAs, and recognized charitable or non-profit organizations. Giftng and donations must ensure a clear long-term benefit to the party receiving the materiel, or could bring damage to your image.

**Destruction:** The transformation of materiel and infrastructure to a state where it is no longer usable for the original purpose. Examples of destruction: Small Arms incinerator; classified paper shredding capability; briquetting and burn facility for secondary treatment of shredded material; equipment shredding capability and disintegration facility for highly classified materials such as computer hard drives. Some equipment ready for destruction will however need to be shipped home if no in-theatre treatment is available (dangerous goods...) or not satisfactory from a legal or environmental perspective.



**Demilitarization:** The transformation by removing subcomponent parts from materiel in order to eliminate controlled capabilities. Due to security implications, it is very unlikely that a HN contractor would be engaged to perform this type of work.

**Transfer:** This is the action of moving or re-identifying ownership of infrastructure from coalition forces to the HN. Full records of construction and environmental reviews should be provided. Again a clear long-term benefit is fundamental or could bring damage to your image.

## 7 Best practices – Common failures

Drawdown is uncomfortable and demands an appropriate mindset across the entire force. It exposes the force to additional risk and there is a natural tendency to leave action for the next unit to undertake. Everyone thinks that they should be the last capability to leave. Units must be put on a notice to move to enforce the required change in mindset.

Find and maintain yourself a certain slack for the unexpected. This slack can be in staff elements, contingency plans and time, which will be the most difficult to maintain.

Accept the political incertitude to decide quickly and clearly on how and when the redeployment needs to be done. Identify milestones and establish timings as a function of these (e.g. D+20 days). This will allow decision makers to understand the impact of delays in decision making on the overall timing.

The hardware components of consignment tracking systems are usually not robust enough. Be prepared to improvise protection for documents fixed to equipment, and to develop/modify methods of securely fixing them to various equipment.

Centralized coordination with decentralized execution leads to surprising pro-activity with inventive and solving initiatives at the execution level. The SMEs should be empowered, initiative encouraged, unintentional failure forgiven and blaming games stopped at the outset.

Planned things, done right, deliver success and, if you follow the rules and processes, things generally work out. Conversely, if you are going to do something novel or contentious, get the buy-in of your chain of command first. This helps you develop the concept with their support.

A good initiative is “amnesty turn-in points” in order to account for equipment that was already present in the footprint upon deployment or present but not accounted for. By conducting a 100 percent inventory of equipment in amnesty turn-in points a considerable amount of money can be saved.

In the same philosophy withdrawing units have to provide their soldiers with the opportunity to “come clean” with illegal “collector’s items” such as confiscated guns, ammunition, edged weapons, fur, ivory, heritage items, etc...

Reflect during deployment on the needs for the redeployment and where possible already create the conditions for a smooth redeployment. This applies to the LOCs, but also on which equipment to bring in; and what will be the desired exit status and the implication on the redeployment.

Determine early the needed MOU and/or TA for swift cooperation; look at existing ones if they suit during redeployment. When developing MOU/TA, keep them broad enough.

Avoid dismantling where possible it will only increase the workload in theatre and at reception.

Use the existing national structures of diplomacy: military attaché, ambassadors, consulate...

Be aware of the cultural implications of disposal activities. Flags, religious symbols, certain types of clothing and insignia should be disposed of with due diligence. Controversial items such as pornography, alcohol, graffiti, personal pictures, cartoons, home videos, pamphlets should be destroyed or at least treated in such a way that they no longer negatively impact on the own forces image and reputation.

Do not underestimate the workload at home base when all equipment has arrived. Foresee a dedicated team for follow-up and administrative closure, activities that can easily last for months. Make sure that there is continuity with the RDTF.

Plan the transport of sensitive equipment always on military vectors in order to diminish the possible incidents.

## **8 Annex A: Abbreviations**

<b>ATARES</b>	<b>Air Transport, Air Refueling and other Exchanges of Services</b>
<b>BBPCT</b>	<b>Blocking, Bracing, Packing, Crating, and Tie-down</b>
<b>C2</b>	<b>Command &amp; Control</b>
<b>C4</b>	<b>Command &amp; Control &amp; Communications &amp; Computers</b>
<b>CIS</b>	<b>Communication and Information Systems</b>
<b>CT</b>	<b>Contact Teams</b>
<b>D<sup>3</sup></b>	<b>Dismantle, demilitarize, disposal</b>
<b>D2D</b>	<b>Door to Door</b>
<b>DES</b>	<b>Desired Exit Status file</b>
<b>EATC</b>	<b>European Air Transport</b>
<b>Eq</b>	<b>Equipment</b>
<b>FOB</b>	<b>Forward operating base</b>
<b>FP</b>	<b>Force Protection</b>
<b>HNS</b>	<b>Host Nation Support</b>
<b>HOTO</b>	<b>Handover - Takeover</b>
<b>HR</b>	<b>Human Resources</b>
<b>HY</b>	<b>Holding Yard</b>
<b>ID</b>	<b>Identification</b>
<b>IS</b>	<b>Information System</b>
<b>LOC</b>	<b>Lines Of Communication</b>
<b>LoE</b>	<b>Lines of Effort</b>
<b>MA</b>	<b>Marshaling Area</b>
<b>MCCE</b>	<b>Movement Coordination Centre Europe</b>
<b>MHE</b>	<b>Material Handling Equipment</b>
<b>MOB</b>	<b>Main Operating base</b>
<b>MOU/TA</b>	<b>Memorandum Of Understanding/Technical Agreement</b>
<b>Mov</b>	<b>Movement</b>
<b>MOVCON</b>	<b>Movement Control</b>
<b>NGO</b>	<b>Non-Governmental Organization</b>
<b>P2D</b>	<b>Port to Door</b>
<b>PB</b>	<b>Patrol Base</b>
<b>PERSREP</b>	<b>Personnel Reporting</b>
<b>POD</b>	<b>Port Of Disembarkation</b>
<b>POE</b>	<b>Port Of Embarkation</b>
<b>POx</b>	<b>Port Of Disembarkation or Embarkation</b>
<b>RDTF</b>	<b>Redeployment Task Force</b>
<b>SA</b>	<b>Staging Area</b>
<b>SAC</b>	<b>Strategic Air Command</b>
<b>SALCC</b>	<b>Strategic Airlift Coordination Centre</b>
<b>SME</b>	<b>Subject Matter Experts</b>
<b>SOFA</b>	<b>Standing Operating Forces Agreement</b>
<b>Sp</b>	<b>Support</b>
<b>STANAG</b>	<b>Standardization Agreement</b>
<b>TA</b>	<b>Transit Area</b>
<b>UN</b>	<b>United Nations</b>

## 9 Annex B: Checklist

The checklist provides checks in the following 7 topics

<b>Major focus</b>
<b>C4</b>
<b>Geographical &amp; Movement</b>
<b>RD focus</b>
<b>Financial</b>
<b>Regulations</b>
<b>Supporting</b>

Each topic contains several detailed domains:

<b>Major focus</b>	<b>Geographical + Mov</b>	<b>RD focus</b>
<b>General</b>	<b>SA</b>	<b>Eq Management</b>
<b>End state</b>	<b>Holding Yard (HY)</b>	<b>MHE</b>
<b>Deliver External Sp</b>	<b>MA</b>	<b>HOTO</b>
<b>Reset</b>	<b>Log Hub</b>	<b>Personnel</b>
<b>CLOSE</b>	<b>Pox</b>	<b>RDTF Design</b>
<b>C4</b>	<b>TA</b>	<b>Infra</b>
<b>C<sup>2</sup></b>	<b>Final destination</b>	<b>Stocks</b>
<b>CIS</b>	<b>LOC</b>	<b>Tracking &amp; Tracing (T&amp;T)</b>
<b>Info Management</b>	<b>Intra-theatre Mov</b>	<b>D<sup>3</sup></b>
<b>Log IS</b>	<b>Strategic Mov</b>	<b>DES</b>
<b>Financial</b>	<b>General Mov</b>	<b>Supporting</b>
<b>Budget</b>	<b>Regulations</b>	<b>FP</b>
<b>Contract</b>	<b>Legal</b>	<b>Media</b>
<b>Funding</b>	<b>Agreements</b>	<b>Med</b>
<b>HNS</b>	<b>MOU/TA</b>	<b>Sustainment</b>
	<b>Dangerous Goods</b>	
	<b>Bio-security</b>	
	<b>Environment</b>	
	<b>Diplo Clearance</b>	
	<b>Customs</b>	
	<b>Multinationality</b>	

Each check is positioned in it's appropriate phasing:

**Planning, execution, closing or a mix**

<b>Phase</b>	<b>Topic</b>	<b>Detail</b>	<b>Check</b>
Planning	Major focus	General	Get a clear political go. Determine the constraints and plan accordingly.(personnel ceiling, timing, disposal, ...)
Planning	Major focus	General	Assure excellent communication with the theatre during the planning phase.
Planning	Major focus	General	Perform the logistic preparation of the theatre. Consult existing products and information. Determine the logistic information requirements.
Planning	Major focus	General	Determine the logistic requirement for the redeployment.
Planning	Major focus	General	Identify logistic constraints and limitations. Consider alternative resources where constraints are known to exist.
Planning	Major focus	General	Liaise with other nations and civilian agencies to obtain up-to-date logistic information and with their planning staffs.
Planning	Major focus	General	List the existing agreements (MOU ,SOFA, Technical agreement, ...) that can be used.
Planning	Major focus	General	Study of the LOC and POX: geographical and meteorological. Consider impact on payload and possible vectors.
Planning	Major focus	General	Determine the vector availability.
Planning	Major focus	General	Study of possible HNS or support by others.
Planning	Major focus	General	Consider the dispersion of the force, hub and spoke needed, decide what will be the MOB for the RDTF.
Planning	Major focus	General	Conduct an on-site survey largely in front of the planning. All key staff elements reinforced with necessary Subject Matter Experts (SME) must be present for a good perception of the reality on the ground
Planning	Major focus	General	Consider Asylum options for long-lasting locally hired labor.
Planning	Major focus	General	Consider that memorials need to be moved with caution and concern. The same prudence is required for the naming of compounds.
Planning	Major focus	General	Study of the Security Sit: FP needed, impact on FOM (disposal, convoys, ...).
Planning	Major focus	General	Determine a timeline for bringing in the RDTF, when to move the first elements in Sp of the redeploy, when the needed SME.
Planning	Major focus	General	Build in a "What if not philosophy". Be ready to anticipate.
Planning	Major focus	General	Build-in and maintain yourself a certain reserve for the unexpected, in staff elements, contingency plans and/or time.
Planning	Major focus	General	Prepare units for comfort downgrade during redeployment.
Planning	Major focus	General	Identify milestones and establish timings as a function of these (e.g. D+20 days).
Planning	Major focus	General	Develop an overall redeployment plan.
Planning/ execution	Major focus	General	Activate the RDTF before employment.
Planning	Major focus	General	Provide accurate coverage on the full equipment situation. This is vital to guide the strategic-level decision makers in terms of funding, reconditioning, and disposal of equipment.
Planning/ execution	Major focus	General	Coordinate and de-conflict with other nations if needed.
Planning/ execution	Major focus	General	Assist the incoming force in preparing for the transition when needed. Establish points of contact for the incoming force.

Phase	Topic	Detail	Check
Planning/execution	Major focus	General	Put units on a notice to move to enforce the required change in mindset to start the necessary preparations for redeployment and not to wait.
Planning/execution	Major focus	General	Use the existing national structures of diplomacy: military attaché, ambassadors, consulate...
Planning/execution	Major focus	General	Provide the opportunity to “come clean” with illegal “collector’s items” such as confiscated guns, ammunition, edged weapons, fur, ivory, heritage items, etc...
Planning/execution	Major focus	General	Empower Pers, initiative encouraged, unintentional failure forgiven and blaming games stopped at the outset.
Planning/execution	Major focus	General	Assure reporting, registration and problem solving from the highest level down to the work floor. Establish procedures to empower SMEs, encourage fact-finding and regularization; and discourage cover-ups.
Planning/execution	Major focus	General	<b>Proof of good order.</b> Collect evidence of the good order parallel, not at the end-of-operation. Embed at all levels observers and advisors for reporting and remedying.
Planning/execution	Major focus	General	Record what is in compliance with the standing rules and policies AND seek innovative solutions.
Planning	Major focus	General	Establish prioritization of equipment redistribution and disposition early with strategic level guidance.
Planning	Major focus	General	Think way ahead (years). Reshuffle in theatre, prepare an upcoming future redeployment, buffer for a next operation, ...
Planning	Major focus	General	Determine clear end-states : for the theatre, for the RDTF and the strategic level.
Planning	Major focus	General	When executing a Full redeployment, consider well the needed support until the end: force protection, RLS, external support options, redeploy the last elements, ...
Planning	Major focus	General	Check the redeployment or withdrawal plan for all forces in theatre. Check if an extraction plan exist or is needed.
Planning	Major focus	General	Incorporate the work and time required to accomplish the transition.
Planning	Major focus	Reset	Reverse the effects of wear and tear on all equipment.
Planning	Major focus	Reset	Foresee a dedicated team for follow-up and administrative closure, activities that can easily last for months. Make sure that there is continuity with the RDTF. Organize the reset activities as needed at home base (repair, recapitalization, replacement).
Planning	Major focus	Reset	Repair: Rebuild or repair equipment to meet the standards. Determine the Eqt in need.
Planning	Major focus	Reset	Recapitalization: Rebuild or repair equipment to a “zero mile/zero hour” level with original performance specifications. Determine the Eqt in need.
Planning	Major focus	Reset	Replacement: Buy new equipment to replace battle losses, washouts, obsolete equipment, and critical equipment left in theater. Determine the need.
Planning	Major focus	Reset	In case the FD is another theatre, a derived, smaller scale reset will be a RDTF responsibility. Determine the "to reach" standards. Determine if the RDTF can achieve this within its means and capabilities, or needs to be reinforced.

Phase	Topic	Detail	Check
Planning	Major focus	Deliver Ext Sp	List what support was provided by the force before transitioning to others, check if the support is still required (ongoing obligations). Consider who will provide this support when needed (Task for RDTF, ...). Handover to others when needed.
Closing	Major focus	End-state	Check if the different end states are achieved. As well the theatre, RDTF as strategic end state. If not, try to solve or explain why.
Closing	Major focus	Close	The redeployment can be closed if the strategic end-state is reached. Make a final report with facts and figures for the political world.
Closing	Major focus	Close	Close all managerial issues and bookkeeping in a correct way.
Planning	C4	C <sup>2</sup>	Prepare & make the necessary orders, briefings, directives, ... Plan the needed meetings for coordination at all levels. Consider who to involve in the staff (Branch 1,2,3,4,5,6,8, Movement, well-being, medical, legal, ...).
Planning	C4	C <sup>2</sup>	Determine C <sup>2</sup> with other RDTF where needed.
Planning	C4	C <sup>2</sup>	Determine C <sup>2</sup> with the new force after transition.
Planning	C4	C <sup>2</sup>	Determine C <sup>2</sup> with the FP.
Planning	C4	C <sup>2</sup>	Determine needed liaison Int & Ext (Send & receive).
Planning	C4	C <sup>2</sup>	Make a plan how to close down all C <sup>2</sup> over time with the redeployment.
Planning/ execution	C4	C <sup>2</sup>	Liaise with coordination centers for movements, medical, contracting, infrastructure engineering, and logistic if existing.
Planning/ execution	C4	C <sup>2</sup>	Contact and coordinate with Log Staffs in theatre, Coordination centers Mov, Med, Contract, Eng, Multinational logistic staffs, ...
Planning/ execution	C4	C <sup>2</sup>	Inform and report to the higher Ech, required HQ (certainly SHAPE) and possible others. Determine which reporting tool(s) will be needed (LOGFAS, ...). Determine the correct procedure to report.
Planning/ execution	C4	C <sup>2</sup>	Make a structure / system for follow-up and reporting in home base.
Planning/ execution	C4	C <sup>2</sup>	Know the transportation command structure (movement control) within the theatre and the needed procedures.
Planning	C4	C <sup>2</sup>	Link up the planners and the execution level (force, RDTF, ...).
Execution	C4	C <sup>2</sup>	Establish movement control into and out of airfields and seaports.
Planning/ execution	C4	C <sup>2</sup>	Look if an integration in a multinational logistic formations or unit is necessary.
Closing	C4	C <sup>2</sup>	Execute the C <sup>2</sup> -plan, reach end-state.
Planning	C4	C <sup>2</sup>	Determine the command relationship during the transition.
Planning	C4	C <sup>2</sup>	Plan the HOTO with the in place forces in transition.
Planning	C4	C <sup>2</sup>	Adapt the orders for the mission if required by the transition.
Planning	C4	C <sup>2</sup>	Decide upon the C <sup>2</sup> structure for the Redeployment. Command relationships between the RDTF and the many actors in theatre need to be clearly established.
Planning	C4	C <sup>2</sup>	Ensure C <sup>2</sup> structure enables unity of command. Not only within the RDTF but also for the supporting capabilities such as force protection, medical support, sustainment ...
Planning	C4	C <sup>2</sup>	Determine C <sup>2</sup> with framework / hierarchy.

Phase	Topic	Detail	Check
Planning	C4	C <sup>2</sup>	Determine C <sup>2</sup> with home base.
Planning	C4	CIS	Ensure compatibility and interoperability of communications and information systems, to include automated data processing interfaces, between the logistic support systems. Interoperability is essential; always hold the capability to communicate with those who can assist you, or you will fail to obtain the needed external support.
Planning	C4	CIS	Determine the CIS needs for communication (voice, data). Determine the messaging services to use, such as e-mail, chat, and formal messaging.
Planning	C4	CIS	Determine the CIS needs for information management.
Planning	C4	CIS	Check the need for video teleconferencing (VTC).
Planning	C4	CIS	Equip liaison officers with the needed information system capabilities.
Planning	C4	CIS	Plan the transition to new CIS for RDTF.
Planning	C4	CIS	Robust and reliable CIS is required. Huge amounts of logistical data, especially if you are conducting redeployment for an extended operation, will need to be handled.
Planning	C4	CIS	Plan the phasing out of CIS during redeployment. Assure that the necessary tools and communication means remain available until the end. During the planning phase the CIS downgrade must be wisely judged in order not to hamper the redeployment needs.
Closing	C4	CIS	Execute the CIS-plan, reach end-state.
Planning	C4	Info Mgt	Check that information can be shared with the transiting force, the needed forces, HQ and organizations in theatre.
Planning	C4	Info Mgt	Determine the services and tools needed in order to work collaboratively within the theatre, such as remote file sharing, Web pages, ...
Planning	C4	Info Mgt	Determine the needed redeployment reporting.
Planning	C4	Info Mgt	Determine the needed services and formats for status reporting.
Planning	C4	Info Mgt	Check if language differences exist, determine the need for interpreters.
Planning	C4	Info Mgt	Determine the need for data processing interfaces/systems.
Execution	C4	Info Mgt	Recover the information accumulated over the years of operations, but also for the information you will produce during the redeployment.
Execution	C4	Info Mgt	A lot of non-logistical data will also need to be recovered and processed, this may not be a logistical responsibility but once collected it will necessitate redeployment as well. In case of operational data, this will certainly be classified and will demand specific treatment.
Execution	C4	Info Mgt	Alongside the less voluminous digital data a lot of paper records (classified or not) will most likely require shipment, be prepared to handle this accordingly.
Planning	C4	Log IS	Check your existing national Log IS system for compatibility with needed Log IS systems in theatre.
Planning	C4	Log IS	In the best of cases a "logistical IS" is on hand that works through a central database, which already rubs out the issue of searching, collecting and distributing the needed data. Check.

Phase	Topic	Detail	Check
Planning/execution	C4	Log IS	Prepare the National LOG IS for the DES. Put in the DES when known.
Planning	C4	Log IS	Assure force structures - holdings and manning are linked in the Log IS.
Closing	C4	Log IS	Keep all data archived, close database when all issues are solved.
Planning	Geographical + Mov	General Mov	Determine the movement priorities.
Planning	Geographical + Mov	General Mov	List the theatre transport capacity and host-nation transportation systems.
Planning	Geographical + Mov	General Mov	Determine if transportation facilities need to be shared with civilian agencies and contractors.
	Geographical + Mov	General Mov	Earmark possible contractors for movement.
Planning	Geographical + Mov	General Mov	Determine the type of Mov to SA by road: Tactical - Logistical – contracted.
Planning	Geographical + Mov	General Mov	Plan the transport of sensitive equipment on military vectors in order to diminish the possible incidents.
Planning	Geographical + Mov	General Mov	Translate DES in Movement Data : Stacks - LOC - Vectors – timing.
Planning/execution	Geographical + Mov	LOC	During deployment - already consider agreements for reverse movement.
	Geographical + Mov	LOC	Always consider the use of GLOC, it will be a cheaper solution.
Planning	Geographical + Mov	LOC	If GLOC transits through different countries agreements will be needed. Check if multilateral agreements exist or establishing bilateral when needed.
Planning	Geographical + Mov	LOC	Consider well the needed time to establish agreements, certainly if bilateral, look for existing multilateral that allow you to use.
Planning	Geographical + Mov	LOC	Make a Road map with capacities. Determine the characteristics and capabilities of the road routes such as road carrying capacity, road surface conditions, tunnels, bridges, cargo restrictions, and route redundancy.
Planning/execution	Geographical + Mov	LOC	Coordinate the use of the LOCs.
Planning	Geographical + Mov	Intra-theatre Mov	Plan all needed intra-theatre movement (road, air,..).
Planning	Geographical + Mov	Intra-theatre Mov	Plan the tactical rotary- and fixed-wing assets for intra-theater Mov .
Planning	Geographical + Mov	Intra-theatre Mov	Identify early the intra-theatre airlift need for oversized elements and the amount of cargo not transportable within acceptable rotations by smaller own aircraft.
Planning	Geographical + Mov	Intra-theatre Mov	Class the road movements in tactical, logistical, contracted. Plan force protection where needed.
Planning	Geographical + Mov	Intra-theatre Mov	Make a total overview and link it to the strategic movement.
Planning	Geographical + Mov	Intra-theatre Mov	Plan with reserve for the Air assets, requirement will easily be doubled when reality is met on the ground (breakdown, weather conditions, timing, synchronization, delay ...).

Phase	Topic	Detail	Check
Planning	Geographical + Mov	Intra-theatre Mov	Plan a substantial margin for intra-theater Mov, it can hamper the strategic lift to start as planned. In order to assure that all loads will be available, intra-theatre lift must be executed, therefore it must be planned with an appropriate buffer in time and/or quantity.
Planning	Geographical + Mov	Strat Mov	Plan all needed strategic movement (road, air, sea..).
Planning	Geographical + Mov	Strat Mov	Determine Mov system for Pers & Cargo.
Planning	Geographical + Mov	Strat Mov	Check the available air and sea lines of communication.
Planning	Geographical + Mov	Strat Mov	Check the existing airlift and sealift capabilities.
Planning	Geographical + Mov	Strat Mov	Check rail lines availability to support military operations.
Planning	Geographical + Mov	Strat Mov	Calculate the need for transportation vectors early during the planning phase. The strategic air and sea assets in particular will be scarce and will ask for a timely demand or contracting.
Planning	Geographical + Mov	Strat Mov	Determine the needed port facilities.
Planning	Geographical + Mov	Strat Mov	Integrate ongoing rotations in the plan (theatre, transition new).
Planning	Geographical + Mov	Strat Mov	Plan that for contracting strategic a long lead time due to legal, administrative and budgetary constraints must be incorporated.
Planning	Geographical + Mov	Strat Mov	Use the existing military transport networks like EATC (European Air Transport Command) and MCCE (Movement Coordination Centre Europe).
Planning	Geographical + Mov	Strat Mov	Consider the use of existing bilateral/multinational agreements.
Planning	Geographical + Mov	Strat Mov	Consider the use the exchange of services for the ATARES members.
Planning	Geographical + Mov	Strat Mov	Consider the use of strategic aircrafts (AN124, IL76,...) of SALCC.
Planning	Geographical + Mov	Strat Mov	Consider the use of strategic aircrafts (C17) of SAC.
Planning	Geographical + Mov	Strat Mov	Optimize the payload of the strategic airlift by prepositioning equipment at less limited ports.
Planning	Geographical + Mov	Strat Mov	Plan a small margin for the strategic lift.
Planning	Geographical + Mov	Strat Mov	Make a total overview.
Planning	Geographical + Mov	SA	All Eqt must go through a SA. Consider if cargo is better prepared at the unit's location and handed over to the RDTF who will take care of further treatment and shipping, certainly if handling would involve a duplicate activity (Stocks...).
Planning/execution	Geographical + Mov	SA	Organize personnel reception and further shipment.
Planning	Geographical + Mov	SA	Determine SA Locations.
Planning	Geographical + Mov	SA	Calculate the needed size of the SA.
Planning	Geographical + Mov	SA	Determine specific infrastructure for storage, sheltering, cargo preparation, cargo handling and decontamination.
Planning	Geographical + Mov	SA	Plan for MovCon Pers at SA and give the tasks.
Planning	Geographical + Mov	SA	Assure the Security of the SA.
Planning	Geographical + Mov	SA	Foresee access for civil contractors if needed. Choose a non-sensitive location.
Planning	Geographical + Mov	SA	Determine if the further shipment will require force protection or HNS security support.
Planning/execution	Geographical + Mov	SA	Organize the HOTO of unit Eqt to RDTF in accordance with the DES.

Phase	Topic	Detail	Check
Planning/execution	Geographical + Mov	SA	Check proper documentation of the equipment. In order to allow further treatment it is essential that accurate cargo lists, dangerous goods documentation, parts documentation and status description are accompanying the equipment.
Planning/execution	Geographical + Mov	SA	Reorganize the Eqt for further efficient shipment.
Planning/execution	Geographical + Mov	SA	Impose physical security procedures for equipment.
Planning/execution	Geographical + Mov	SA	Place shipping labels and ensure they are readable and properly fixed.
Planning/execution	Geographical + Mov	SA	Provide operators for all types of equipment.
Planning/execution	Geographical + Mov	SA	Provide vehicle recovery capability.
Planning/execution	Geographical + Mov	SA	Prepare hazardous cargo to ensure it is segregated, properly classified, described, packaged, marked and labeled in accordance with prescribed regulations or directives.
Planning	Geographical + Mov	MA	The MA is purely focused on movement issues. The marshaling area is the final location where equipment is assembled and properly arranged before efficient loading on the transport vector in the according POE.
Planning/execution	Geographical + Mov	MA	Provide operators for all types of equipment.
Planning/execution	Geographical + Mov	MA	Provide vehicle recovery capability.
Planning	Geographical + Mov	MA	Determine SA Locations.
Planning/execution	Geographical + Mov	MA	Check hazardous cargo to ensure it is segregated, properly classified, described, packaged, marked and labeled in accordance with prescribed regulations or directives.
Planning	Geographical + Mov	MA	Calculate the needed size.
Planning	Geographical + Mov	MA	Plan and organize the intermodal shift if needed.
Planning	Geographical + Mov	MA	Plan the LOC between SA & MA, MA & POE. Organize the movement.
Planning	Geographical + Mov	MA	Plan for MovCon Pers at MA and give the tasks.
Planning	Geographical + Mov	MA	Foresee an Air liaison officer if air lift will be used.
Planning	Geographical + Mov	MA	Foresee access for civil contractors if needed. Choose a non-sensitive location.
Planning	Geographical + Mov	MA	Plan & coordinate the use of CATO.
Planning	Geographical + Mov	MA	Assure the Security of the MA. Consider the option of outsourcing it to civilian or HNS.
Planning/execution	Geographical + Mov	MA	Prepare equipment ready for loading according to the DES and following the type of POE (Air, Sea, Rail, Road (contractor), ...).
Planning/execution	Geographical + Mov	MA	Supervise loading of personnel and equipment.
Planning/execution	Geographical + Mov	MA	Impose physical security procedures for equipment.
Planning/execution	Geographical + Mov	MA	Scan & Track conformity with DES.
Planning/execution	Geographical + Mov	MA	Check shipping labels to ensure they are readable and properly fixed.

Phase	Topic	Detail	Check
Planning/ execution	Geographical + Mov	MA	Ensure equipment and supplies are properly documented.
Planning	Geographical + Mov	TA	The TA is needed at the POD of the final destination. Organize in the TA the necessary buffer, administration, custom activities and further shipment to the final destination.
Planning	Geographical + Mov	TA	Plan for MovCon Pers at TA and give the tasks.
Planning	Geographical + Mov	TA	Many of the functions needed in a MA will again be necessary in the TA.
Planning	Geographical + Mov	HY	Examine if a holding yard will be required for the ammunition at the SA/MA/TA/POx.
Planning	Geographical + Mov	Log Hub	Just before the final POE (before the strategic Mov) it is possible to foresee a Log concentration to perform all according tasks in accordance to the DES. Things not yet done in the SA or theatre due to specific constraints (ground space management, Force ceiling, ...) can be planned and executed here.
Planning	Geographical + Mov	Log Hub	Investigate HNS possibilities in contract, disposal, Infrastructure, ...
Planning/ execution	Geographical + Mov	Log Hub	Organize the logistic activities, link with the POE requirements and timing of the strategic vectors.
Planning	Geographical + Mov	POx	List the airfields, seaport, railway stations available to support the redeployment.
Planning	Geographical + Mov	POx	Coordinate how to prioritize, allocate, and use common infrastructure capabilities (ports, airfields, roads).
Planning	Geographical + Mov	POx	Determine the needed support (MHE, RLS, HNS, security, administration, ...).
Planning	Geographical + Mov	POx	Determine the needed MOU/TA.
Planning	Geographical + Mov	POx	Determine Atta Def role.
Planning	Geographical + Mov	POx	Determine the needed contracting.
Planning	Geographical + Mov	POx	Determine all dry & wet costs.
Planning	Geographical + Mov	POx	Pox will be mainly determined by geography and the required capacity in volumes and accessibility of the used vectors
Planning	Geographical + Mov	POx	In case of intermodal switches the proximity of both the POD and POE can be an important requirement in order to avoid additional longer movement.
Planning	Geographical + Mov	POx	Identify the requirements for ports. Determine the resources required for new construction or necessary improvements to existing facilities.
Planning	Geographical + Mov	POx	Determine the needed space in APOE-APOD-SPOE-SPOD-RPOE-RPOD or location for starting the road movement.
Planning	Geographical + Mov	POx	Investigate the possible shortage in ramp space at airfield and coordinate for solution.
Planning	Geographical + Mov	Final destination	Determine the FD: home base, another theatre or intra-theatre.
Planning	Geographical + Mov	Final destination	Not a RDTF task to further deal with the equipment at the FD. Actions will need to be undertaken to achieve the strategic end-state, integrate in the planning with the responsible level.
Planning	Geographical + Mov	Final destination	Assure that accounting for will be accomplished by the receiving end and no open issues remain in the final balance. Close all bookkeeping of the redeployed units.
Planning	RD focus	RDTF Design	Compose the RDTF.

Phase	Topic	Detail	Check
Planning	RD focus	RDTF Design	Decide to embed the sustainment in the RDTF or not. Look for possible synergy options.
Planning/ execution	RD focus	RDTF Design	Prepare the RDTF for deployment, train with a focus on Tech skills.
Planning/ execution	RD focus	RDTF Design	Bring in early the needed C <sup>2</sup> of the RDTF, certainly when building from existing Log in theatre. Let them prepare the HOTO.
Planning	RD focus	RDTF Design	Decide on creating a full new RDTF or build up from existing Log Cap in theatre.
Planning	RD focus	RDTF Design	Determine the staff element of the RDTF for C <sup>2</sup> .
Planning	RD focus	RDTF Design	Determine the needed SME, plan contact teams (CT).
Planning	RD focus	RDTF Design	Possible CT are :Ammunition, Well-being, Prevention, Environment, Bio-security, Media, advisors, Proof of good order, liaison, Eqt management, CIS, Specific Eqt specialists, cargo handling specialists, MovCon, Maint specialists, Home base Depot, Infrastructure engineering, Log IS specialists, Medical, Tracking & Tracing, Store managers, ...
Planning	RD focus	RDTF Design	Focus on high value, low population assets and sensitive Eqt, bring in the needed SME.
Planning	RD focus	RDTF Design	Assure that knowledge of all in-theatre Eqt is present.
Planning	RD focus	RDTF Design	Check for needed Liaison Pers (sending and receiving).
Planning	RD focus	RDTF Design	Determine timings (JIT/JAN) of the CT, how to deploy and redeploy, needed Material (Eqt, CIS, tools, ...). Build in enough time for situational awareness, cohesion, trust, ...
Planning	RD focus	Eqt Management	Establish a detailed inventory of all existing Eqt with current status an location.
Planning	RD focus	Eqt Management	Determine the responsables for administrative regularization (with financial implications) in all phases.
Planning/ execution	RD focus	Eqt Management	Transfer all administration and work orders, spare parts for the job to the FD.
Planning/ execution	RD focus	Eqt Management	Join all history (administration, work orders, ...) of the vehicles with them.
Planning/ execution	RD focus	Eqt Management	Assure that the workload at final destination will be minimal for receiving and further treatment.
Planning/ execution	RD focus	Eqt Management	Fight the 'pool car' mentality by keeping the ownership of the equipment with the user until the expressed Status in the DES has been met and HOTO can occur.
Planning/ execution	RD focus	Eqt Management	<b>Cont 20 ft management.</b> Assure profound accountability and visibility throughout the transit process.
Planning/ execution	RD focus	Eqt Management	Determine the needed degassing of cisterns for shipment.
Planning/ execution	RD focus	Eqt Management	Check if the container have the necessary CSC certification for intermodal transport Achieve an early status. Decide what to do with non CSC (Road/Rail or dispose).
Planning/ execution	RD focus	Eqt Management	Create "amnesty turn-in points". Account for equipment present but not accounted for.
Planning	RD focus	Eqt Management	<b>Packaging &amp; cargo preparation &amp; labeling.</b> Determine the requirement. Look for clever and cost-saving solutions. Label all separable items and be sure the label will stick!

Phase	Topic	Detail	Check
Planning	RD focus	Eqt Management	Determine early and indisputable the rules and policies to decide on the desired exit status (DES) of all equipment, get strategic approval where needed. Base them on aggressive housekeeping.
Planning	RD focus	Eqt Management	Decide the to use box pallet and size, interoperability for all vectors is essential. (dimensions, height, weight, ...).
Planning	RD focus	Eqt Management	Determine the BBPCT needs (blocking, bracing, packing, crating, tie down) needs: : straps, belts, foil, bags, pallets, crates, boxes, containers, ...
Planning/ execution	RD focus	Eqt Management	Incorporate a control mechanism of the packaging & cargo preparation & labeling.
Planning/ execution	RD focus	Eqt Management	Be prepared if cargo would split. Make sure all "sub-parts" are labeled. (avoid unmarked Mat)
Planning/ execution	RD focus	Eqt Management	Improvise protection for documents fixed to equipment and develop/modify methods of securely fixing them to various equipment.
Planning/ execution	RD focus	Eqt Management	<b>Tracking &amp; Tracing.</b> Follow the Eqt where needed. Determine the chokepoints. Determine how to register : scanning, RFID, manual, ...
Planning/ execution	RD focus	Eqt Management	<b>Accountability.</b> Balance the foreseen with the existing. Perform active tracing for investigating shortfalls and solve them. Not accounted for items are to be taken into the books. A particular attention must go to nonstandard equipment as probable less accounted for.
Planning/ execution	RD focus	Eqt Management	Establish smooth procedures for dealing with differences (minimize the workload of the bookkeeping).
Planning/ execution	RD focus	Eqt Management	The active investigation is to continue after the redeployment for where the balance is still negative.
Planning/ execution	RD focus	Eqt management	<b>Early back loading.</b> Reduce excess stock and battle damaged equipment early. Special "sweep" teams need to actively search for opportunities.
Planning	RD focus	Eqt Management	Determine the value of the equipment (depreciation). Reflect on the existing patrimony, lead times and available budget to renew/replace.
Planning/ execution	RD focus	Eqt management	Monitor the pro-activity of the theater when they start shipping back early or even worse regularize by disposal. Make sure it is in line with the DES.
Planning	RD focus	Eqt Management	Decide on how vehicles will be evacuated, decide which Eqt will stay with the vehicle. Consider a vehicle as a complete set and do not to evacuate in parts. Avoid the need to reassemble at FD again.
Planning	RD focus	Eqt Management	Determine how armament, secure Eqt, sensitive Eqt and crypto Eqt will be evacuated.
Planning	RD focus	Eqt Management	Incorporate the redeployment of contractor equipment if needed. Impose a timing to the contractor.
Planning/ execution	RD focus	Eqt Management	Establish identification and codification, parameters (Type, weight, dimensions, movement details). Build-in a system to control the identification.

Phase	Topic	Detail	Check
Planning/ execution	RD focus	Eqmt Management	Estimate the load volumes and weights during planning, based on the DES. A margin will need to be joined for the BBPCT needs. Correct these parameters once loading is ready by real data.
Planning/ execution	RD focus	Eqmt Management	Document all equipment (identification, status, administrative paperwork, certification, ...).
Planning	RD focus	Stocks	Inspect stocks and classify as serviceable or unserviceable.
Planning	RD focus	Stocks	Determine stock levels in time. Start consuming stocks. Consider implications on the autonomy. switch from a push mechanism to a pull mechanism Consider all classes.
Planning	RD focus	Stocks	Give a special attention for the maintenance tools: quite voluminous and/or heavy and will be needed until the very end.
Planning	RD focus	Stocks	Ammunition. Each item is to be processed by inspecting, packing, returning, repackaging and then reissuing it. Balance against the cost of buying the same item.
Planning	RD focus	Stocks	Determine the need for holding yards for ammunition.
Planning	RD focus	Stocks	Determine MHE needs for the stocks.
Planning/ execution	RD focus	Stocks	Recuperate serviceable stocks from the units.
Planning/ execution	RD focus	Stocks	Condition the stocks for transport and determine the needs for packaging.
Planning/ execution	RD focus	Stocks	Organize disposal and destruction for unserviceable stocks.
Planning	RD focus	MHE	Includes: pallet transporters, weighing balances, air pallet carriers, forklifts, cranes, wrapping machines, rack stapler, bulk treatment, aircraft loaders, ...
Planning	RD focus	MHE	Check which material handling equipment is available within the theatre.
Planning	RD focus	MHE	Foresee enough, not easily overestimated, anticipate on shortages.
Planning	RD focus	MHE	Perform a specific study on the needs of container 20Ft MHE needs.
Planning	RD focus	MHE	DO NOT rely heavily on external support, or make sure it will be available. Contract up front what needed.
Planning	RD focus	T&T	Limit TAV at chokepoints or where it can deliver added value, either for adaptive planning, or for changing route or packages (transportation nodes).
Planning	RD focus	T&T	Check for existing "routing" systems in-theatre which could also provide tracking and tracing information.
Planning/ execution	RD focus	T&T	Perform a compatibility check if using other systems and adapt if needed.
Planning/ execution	RD focus	T&T	Ensure in-transit visibility (ITV) at all transportation nodes with the correct existing procedures and technical lay-out.
Planning/ execution	RD focus	T&T	Assure the hardware components of consignment tracking systems must be robust enough.
Planning	RD focus	D <sup>3</sup>	Check for policies and processes for destruction and demilitarization.

Phase	Topic	Detail	Check
Planning/ execution	RD focus	D <sup>3</sup>	<b>Destruction: Decide for which Eqt.</b> Transformation of materiel and infrastructure to a state where it is no longer usable for the original purpose. Determine needs for: Small Arms incinerator; Classified paper shredding capability; Briquetting and burn facility for secondary treatment of shredded material; Equipment shredding capability Disintegration facility for highly classified materials such as hard drives. Check the need for equipment destruction at home (no in-theatre treatment is available (dangerous goods...) or not satisfactory from a legal or environmental perspective).
Planning/ execution	RD focus	D <sup>3</sup>	<b>Demilitarization: Decide for what Eqt.</b> Transformation by removing subcomponent parts from materiel in order to eliminate controlled capabilities.
Planning/ execution	RD focus	D <sup>3</sup>	<b>Transfer: Decide for which Eqt.</b> Move or re-identify ownership of infrastructure to the HN. Assure a clear long-term benefit or bring damage to your image.
Planning	RD focus	D <sup>3</sup>	Develop a materiel transfer and disposal plan.
Planning	RD focus	D <sup>3</sup>	Acquire authorization not only to declass unserviceable equipment within a certain delegation, but all the equipment following an economical principle. Propose during planning with strategic approval.
Planning	RD focus	D <sup>3</sup>	Ensure waste disposal considerations have been addressed.
Planning	RD focus	D <sup>3</sup>	Assure explosive ordnance disposal is covered.
Planning	RD focus	D <sup>3</sup>	Be aware of the cultural implications of disposal activities for flags, religious symbols, certain types of clothing and insignia... . Especially controversial items such as: pornography, alcohol, graffiti, personal pictures, cartoons, home videos, pamphlets should be destroyed or treated in such a way that they no longer negatively impact on the own forces image and reputation.
Planning/ execution	RD focus	D <sup>3</sup>	<b>Early &amp; near disposal.</b> Equipment for which there is no lasting liability and/or other immediate operational requirement should be disposed of as close to the point of use as possible. This will serve to reduce both cost and effort.
Planning/ execution	RD focus	D <sup>3</sup>	<b>Sales: Decide for which Eqt.</b> Do as nearby as possible. Understand that the profit can be little but the gain large by not needing to ship it back home or to dispose of.
Planning/ execution	RD focus	D <sup>3</sup>	<b>Gifting / Donations: Decide for which Eqt.</b> Transfer at no cost including the transfer to HN agencies, OGAs, and recognized charitable or non-profit organizations. Ensure a clear long-term benefit to the party receiving the materiel, or bring damage to your image.
Planning	RD focus	Pers	Assure that a personnel reporting system is in place.
Planning/ execution	RD focus	Pers	Establish an ID System with scanning and human resources Mgt approval/verification.
Planning	RD focus	Pers	Determine if and how contractor numbers will be integrated.

Phase	Topic	Detail	Check
Planning	RD focus	Pers	Check if a ceiling of troops is mandatory. Consider the impact on the RDTF (location, strength, ...). Get strategic / political guidance.
Planning	RD focus	Pers	Check the impact of the decompression system.
Planning/ execution	RD focus	Pers	Accomplish a link between Pers & Eqt database. Match the flow of Pers with equipment. The redeployment plan will mostly be based on capabilities to shut down and be drawdown. The general approach is that first personnel will be marked for redeployment; as a result the corresponding equipment needs to be easily identified for consignment.
Planning	RD focus	Infra	Includes constructions, concrete pads, life support services subsurface, surface or raised (water pipes, wastepipes, sewer, communication lines, high and low voltage lines, black and grey water storage ...
Planning	RD focus	Infra	Full description and plans of the infrastructure is needed, subsurface and surface. Gather a maximum evidence on the condition (anticipate possible claims).
Planning/ execution	RD focus	Infra	Establish an assessment of current environmental conditions such as water and soil contamination. Record the data.
Planning/ execution	RD focus	Infra	Focus on possible contamination caused by Hazardous Material (HAZMAT) and sewage spills and how to solve it (environmental issues).
Planning/ execution	RD focus	Infra	Extend to the exterior of the compound where connections pipes were installed.
Planning/ execution	RD focus	Infra	Provide the needed documents for HOTO disclosure report (relieve of environmental issues). Make a certificate that the infrastructure is accepted in satisfactory conditions and obtain a waiver to absolve from future liabilities.
Planning/ execution	RD focus	Infra	Organize the disposal following the owner of the land.
Planning/ execution	RD focus	Infra	Organize disposal in accordance with the local/international regulations.
Planning/ execution	RD focus	Infra	Check the connex service and employment contracts and possible closure or adaptation.
Planning/ execution	RD focus	Infra	Avoid a disposal plan that implicates multiple moving parts of the RDTF and assure an acceptable level of comfort.
Planning/ execution	RD focus	Infra	Be aware that with the transition ongoing there will be mounting pressure to move quickly in case of handover of infrastructure.
Planning	RD focus	Infra	Assure that infrastructure is incorporated in the DES.
Planning	RD focus	Infra	Check existing base closure and land return procedures.
Planning	RD focus	Infra	Determine the RDTF need for office space, lodging accommodations, maintenance infrastructure, protected and secured storage, sheltered cargo handling areas and staging areas.
Planning	RD focus	Infra	Plan the transfer of facilities and infrastructure to the transitioning force if needed.
Planning	RD focus	Infra	Development of infrastructure transfer and disposal plan.
Planning	RD focus	Infra	Avoid breakdown, prefer to transfer to a new owner.
Planning	RD focus	Infra	Check if the infrastructure planning is incorporated into engineer planning.

Phase	Topic	Detail	Check
Planning	RD focus	Infra	Estimate the value of all infrastructure (depreciation over time). Consider that the real value is what a buyer wants to give in function of existing competition.
Planning/ execution	RD focus	HOTO	Check if a HOTO is necessary for the transitioning forces. Check for logistical implications. Plan and accomplish the HOTO for the transition forces in the logistic domain.
Planning/ execution	RD focus	HOTO	Plan and accomplish the HOTO of the Force to RDTF(C <sup>2</sup> ) when in lead.
Planning/ execution	RD focus	HOTO	Organize the HOTO of Eqt from unit to RDTF in SA. In order to fight the 'pool car' mentality it is key that the ownership of the equipment remains with the user until the expressed Status in the DES is met.
Planning/ execution	RD focus	HOTO	Plan and accomplish the HOTO of the RDTF to the home base at FD.
Planning	RD focus	DES	Finalize the DES file as early as possible and before RDTF deployment.
Planning	RD focus	DES	Detail the DES file to a maximum for all Eqt: when, how, where, status, reset, FD, HOTO, ...
Planning	RD focus	DES	Choose the desired status wisely, assure units are capable of reaching it.
Planning	RD focus	DES	Make the DES file accessible for all. Decide on how to spread the DES : separate file or within the Log IS.
Planning/ execution	RD focus	DES	Foresee the possibility to adapt, who is authorized and on what, how to communicate updates.
Planning	Financial	Budget	Check the availability of budget - will impact on all (contracts, vectors, disposal needs).
Planning/ execution	Financial	Budget	<b>Financial bookkeeping and control.</b> Keep track of what and where will be the expenditures. Collect real time what the expenditure is for the redeployment. Cost-cutting measures or value for money must be highlighted. Use this data for end balance situation.
Planning	Financial	Contract	National rules on delegation levels for local contracting and the related procedures for bookkeeping will be applicable and must be followed. An automated software application with build-in audit trail operated by qualified personnel will be needed to perform the financial tasks.
Closing	Financial	Contract	Develop a contract closure plan.
Planning	Financial	Contract	Check for a database with all local resources, contract data and a contracting support plan.
Planning	Financial	Contract	Consider contract options during planning, look for participation in existing other national contracts.
Planning/ Execution	Financial	Contract	Establish security measures and quality control.
Planning/ execution	Financial	Contract	Assure open communication and strong relationships with contractors to guarantee their engagement and retention.
Planning/ execution	Financial	Contract	Consider the incoming and outgoing forces' obligations with respect to employed local labors and contractors.
Execution	Financial	Contract	Prevent contract competition among nations.

<b>Phase</b>	<b>Topic</b>	<b>Detail</b>	<b>Check</b>
<b>Execution</b>	<b>Financial</b>	<b>Contract</b>	All contracts need to go through a contract coordination center, on existence. Follow the procedures and policies.
<b>Execution</b>	<b>Financial</b>	<b>Contract</b>	Maintain visibility of all theatre contracts.
<b>Planning</b>	<b>Financial</b>	<b>Funding</b>	Look for common funding options.
<b>Planning</b>	<b>Financial</b>	<b>Funding</b>	List the multinational logistic support agreements, memorandum of understanding, or other agreements or arrangements in place. Use where needed.
<b>Planning</b>	<b>Financial</b>	<b>Funding</b>	What is the availability of, and procedures for using, common funding for contracting.
<b>Planning</b>	<b>Financial</b>	<b>Funding</b>	Establish procedures to account for and reimburse nations for services and supplies exchanged between nations, to include replacement-in-kind procedures.
<b>Planning</b>	<b>Financial</b>	<b>Funding</b>	List the delegated authorities in country.
<b>Planning</b>	<b>Financial</b>	<b>Funding</b>	Capture costs associated with providing support to others.
<b>Planning</b>	<b>Financial</b>	<b>HNS</b>	List the existing capabilities + capacity.
<b>Planning</b>	<b>Financial</b>	<b>HNS</b>	Evaluate host-nation support to determine the logistic support available.
<b>Planning</b>	<b>Financial</b>	<b>HNS</b>	Consider possible environmental impacts on the host-nation providing support.
<b>Planning</b>	<b>Financial</b>	<b>HNS</b>	What policies and agreements are required to facilitate the best use of host-nation support.
<b>Planning</b>	<b>Financial</b>	<b>HNS</b>	Determine the specific technical agreements — such as environmental cleanup; customs duties and taxes; and hazardous material and waste storage, transit, and disposal — to develop to augment the host-nation support.
<b>Planning/execution</b>	<b>Financial</b>	<b>HNS</b>	Check if negotiations to secure support are established or completed.
<b>Planning/execution</b>	<b>Financial</b>	<b>HNS</b>	Establishment of a LNO with HN.
<b>Planning</b>	<b>Regulations</b>	<b>Legal</b>	Check if a status-of-forces agreement or arrangement exists with countries through which transport will pass or deploy. Make a profound study in order to determine the legal responsibilities.
<b>Planning</b>	<b>Regulations</b>	<b>Legal</b>	Determine the customs, immigration, and quarantine implications for the incoming and outgoing forces.
<b>Planning</b>	<b>Regulations</b>	<b>Legal</b>	Consult legal specialists where needed, or have them look into the legal environment and report a possible impact on the redeployment.
<b>Planning</b>	<b>Regulations</b>	<b>Legal</b>	Determine the legal areas and capabilities that come under the coalition and what areas remain national responsibilities.
<b>Planning</b>	<b>Regulations</b>	<b>Legal</b>	Determine the need to provide integral legal support to the RDTF.
<b>Planning</b>	<b>Regulations</b>	<b>Legal</b>	Determine if any limitations on hiring locally employed civilians exist.
<b>Planning</b>	<b>Regulations</b>	<b>Legal</b>	Check if troops and EqT can be transported by other TCNs.
<b>Planning</b>	<b>Regulations</b>	<b>Multinationality</b>	Provide necessary details for the multinational approach. Get the plans from other nations. Coordinate and de-conflict where necessary.
<b>Planning</b>	<b>Regulations</b>	<b>Multinationality</b>	Bi-national will be easier and can form the basis for MN.

Phase	Topic	Detail	Check
Planning	Regulations	Multinationality	MN planning can be unreachable but specific multinational solutions on the ground are more likely to achieve. (material handling, decontamination, disposal, de-gassing, ...). Look for the multinational approach as of the planning. Start with national needs but try to fill them with MN solutions.
Planning/execution	Regulations	Multinationality	Look for the goodwill for MN solutions at the working level during execution. Opportunities must be exploited.
Planning	Regulations	Agreements	Develop a multinational agreement database.
Planning	Regulations	Agreements	Check if mutual logistic support agreements are in place and usable for the RDTF.
Planning	Regulations	Agreements	Check for acquisition and cross-serving agreements (ACSA, ...).
Planning	Regulations	Agreements	Determine the common services, envisage a multinational approach.
Planning	Regulations	Agreements	Use existing systems like EATC, MCCE, SALC, SALIS, ATATRES, SEOS, ...
Planning	Regulations	Agreements	Use of STANAG 2034 - ACSA, others,...
Planning	Regulations	MOU/TA	Determine early the needed MOU and/or TA for swift cooperation; look at existing ones if they suit during redeployment. When developing MOU/TA, keep them broad enough, generic in order to survive changes.
Planning	Regulations	Diplo Clearance	Consider the long lead times for diplomatic clearance (Up to 5 weeks) and expiration date, certainly for hazardous goods (24 to 72 hours). Consider the possibility to ask for spare slots, but not to exaggerate.
Planning	Regulations	Diplo Clearance	Check if coordinated diplomatic efforts exist to arrange for country and diplomatic clearances, over flight rights, and basing for transiting.
Planning	Regulations	Customs	Document on the custom regulations and prepare.
Planning	Regulations	Customs	Archive the import documents (invoice) during deployment, they will be needed for redeployment (export).
Planning	Regulations	Customs	Foresee MovCon Pers at every location where customs administration is required, certainly in a multimodal environment where cargo will be transferred between transport modes.
Planning	Regulations	Customs	Pay specific attention to hazmat/dangerous goods.
Planning	Regulations	Customs	Scan all personal luggage in order to eliminate contraband. With the same aim all cargo has to be inspected before shipment by military customs inspectors at the time it is placed in its receptacle for movement and secured until departure.
Planning	Regulations	Dangerous goods	Consider DG not only for the transportation (IATA, ADR,...) but also in storing and D <sup>3</sup> .
Planning	Regulations	Dangerous goods	The shipment of dangerous/hazardous goods demands long lead times. For this each company sized unit must have at least one specialist trained to certify hazardous cargo for all commercial and military modes of shipment.
Planning/execution	Regulations	Dangerous goods	Inspect that shipments are properly prepared, packaged, labeled, segregated and the needed documents signed
Planning	Regulations	Bio-security	In order to eliminate the spread of diseases affecting humans, animals and flora; pests; foreign flora and fauna.

<b>Phase</b>	<b>Topic</b>	<b>Detail</b>	<b>Check</b>
<b>Planning</b>	<b>Regulations</b>	<b>Bio-security</b>	A considerable amount of legislation and regulation, both national and international exist and are demanded by countries. Look for the valid regulations and determine what is needed where.
<b>Planning</b>	<b>Regulations</b>	<b>Bio-security</b>	Equipment moving across borders are to carry a "Bio-security Certificate".
<b>Planning</b>	<b>Regulations</b>	<b>Bio-security</b>	Consider quarantine implications when not met.
<b>Planning/execution</b>	<b>Regulations</b>	<b>Bio-security</b>	Perform washing and cleaning of Mat (cargo, Cont , Veh,..) and decontamination as directives indicate.
<b>Planning</b>	<b>Regulations</b>	<b>Environment</b>	Develop an environmental screening and remediation plan.
<b>Planning/execution</b>	<b>Regulations</b>	<b>Environment</b>	The "environment handover certificate" is fundamental to formalize the handover and to avoid later on discussions or claims. Make it.
<b>Planning</b>	<b>Regulations</b>	<b>Environment</b>	Develop policies and processes for transfer, disposal and environmental remediation.
<b>Planning</b>	<b>Regulations</b>	<b>Environment</b>	Consider the media impact when environmental care lacks.
<b>Planning</b>	<b>Regulations</b>	<b>Environment</b>	Land will be returned to the owner or handed over to a new occupant, with this environmental concerns will pop up, screen for possible concerns.
<b>Planning</b>	<b>Regulations</b>	<b>Environment</b>	Check the environmental and security standards to meet.
<b>Planning</b>	<b>Regulations</b>	<b>Environment</b>	Check for specific guidelines on "Land return".
<b>Planning/execution</b>	<b>Regulations</b>	<b>Environment</b>	Plan environmental reviews for all sites, undertake remediation measures where impacted areas are identified. Remediation can be long lasting, the assessment of the site should start early in the redeployment process.
<b>Planning/execution</b>	<b>Regulations</b>	<b>Environment</b>	Significant holes are to be filled and compacted and all scrap material and debris of any type is to be removed from the land and disposed of in accordance with the appropriate regulations.
<b>Planning/execution</b>	<b>Regulations</b>	<b>Environment</b>	Extend environmental review to the exterior of the compound where connection pipes were installed or connected.
<b>Planning</b>	<b>Supporting</b>	<b>FP</b>	Plan wherever needed. Check if the capacity exists or can be assured.
<b>Planning</b>	<b>Supporting</b>	<b>Med</b>	Assure that medical support will be available till the end of the redeployment.
<b>Planning</b>	<b>Supporting</b>	<b>Media</b>	Show the enormous challenges. Provide interesting articles and news releases. Document the redeployment with pictures and reporting.
<b>Planning</b>	<b>Supporting</b>	<b>Media</b>	Integrate a media staff in the RDTF when needed.
<b>Planning</b>	<b>Supporting</b>	<b>Sustainment</b>	Determine who will support the remaining forces.
<b>Planning</b>	<b>Supporting</b>	<b>Sustainment</b>	Determine who will support the RDTF.
<b>Planning</b>	<b>Supporting</b>	<b>Sustainment</b>	Determine if the sustainment will be embedded in the RDTF or not.

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