



## Lesson 3.1 Casualty Evacuation in the Field

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**COURSE:** Operational Logistics

**MODULE:** 3.1 Describe Casualty Evacuation (CASEVAC)

**LEARNING OBJECTIVES:**

1. Describe the AC2 structure regarding CASEVAC
2. Outline the risks regarding CASEVAC management in UN missions (timeliness)
3. Describe the current UN CASEVAC policy (2019)
4. Describe the differences between CASEVAC / MEDEVAC

**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** Operational Logistics Training Guide, COE Manual, 2020 CASEVAC Policy

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory



By the end of this lesson, the participant will possess a solid understanding of the Authority, Command and Control (AC2) and the associated risks with CASEVAC management in the mission. The current CASEVAC policy (2020) and the differences between CASEVAC and Medical Evacuation (MEDEVAC) will be discussed.

## Review



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### Review Module 2.8:

**What are the guiding principles with the UN for verifications?**

Simplicity

Accountability

Financial and Management Control Transparency

Reasonability

## Learning Objectives



- CASEVAC – Authority, Command and Control (AC2)

- Risks



- Current CASEVAC Policy (2019)

- CASEVAC vs MEDEVAC

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You will find that the subject matter presented within these three periods is not only applicable throughout this course but will serve you whenever you are called upon to deal with COE related issues. A Staff Officer / Line officer must understand the CASEVAC system fully as the proper execution and timeliness of decision-making is imperative when the safety of personnel is involved.

This Lesson will be conducted in 2 Stages covering the following Learning Objectives:

Stage 1

- Describe the AC2 structure regarding CASEVAC
- Outline the risks regarding CASEVAC management in UN missions (timeliness)

Stage 2

- Describe the current UN CASEVAC policy (2020)
- Describe the differences between CASEVAC / MEDEVAC

## CASEVAC (1)

- Evacuation of a casualty from the Point of Injury (POI) to closest Medical Treatment Facility (MTF)
- Use most effective means of transportation
- Continuum of care (resuscitation, evacuation & surgery as required)
- Planning and capability – CASEVAC policy / COE Manual



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### Stage 1

#### CASEVAC (1)



CASEVAC is defined as the evacuation of a casualty from the point of injury (POI) to the closest appropriate medical treatment facility (MTF), utilising the most effective means of transportation. It is a continuum of care that supports a resuscitative process from the POI, through evacuation, into surgery and on to intensive care where this is required.

CASEVAC planning and capability must be considered in context of the 2020 CASEVAC Policy and the 2020 COE Manual, which defines many of the capabilities associated with both medical support and evacuation.

## CASEVAC (2)

- Mission CASEVAC system rests with HOM / managed by DMS and Chief Medical Officer
- CASEVAC system must be simple in structure, lean in management and easily understood
- CASEVAC takes priority over all Mission activities except actions to counter immediate threats to UN personnel



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### Stage 1

#### CASEVAC (2)



Responsibility for the Mission's CASEVAC system rests with the Head of Mission (HoM), though normally managed by the Director or Chief of Mission Support (DMS/CMS) and Chief Medical Officer (CMO).

The CASEVAC system must be simple in structure, lean in management and easily understood by those who use it.

CASEVAC takes priority over all other Mission activities except actions to counter immediate threats to UN personnel.

## CASEVAC (3)



- CASEVAC further prioritised based on category / # of patients
- Delay in treatment = increased death rate / disability
- Guidelines seek to trade-off clinical need and operational risk
- Metric used is the “10-1-2” Guideline

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### Stage 1

#### CASEVAC (3)

CASEVAC operations will be further prioritised taking into consideration the category and number of patients. Delay in treatment leads to an increased rate of death and disability.



For operational health planning purposes, guidelines have emerged that seek to trade-off clinical need against operational risk. The metric adopted in the UN system is the “10-1-2” guideline:

#### 10

Immediate life saving measures are applied by personnel trained in first aid. Bleeding and airway control for the most severely injured casualties is to be achieved **within 10 minutes** & casualty alert messages transmitted.

#### 1

Advanced resuscitation / treatment is commenced by emergency medical personnel **within 1 hour**

of injury / illness onset. There is often a misunderstanding about what this means. The care offered in the first 10 minutes is the sort of first aid **all** TCC/PCC personnel should be equipped and capable of delivering as a result of

individual and buddy first aid training. The provision of advanced care by emergency medical personnel within one hour **does not**:

- Directly relate to a concept known as the “golden hour” (this is incorrectly stated in the Medical Support Manual 2015 and will be removed in the next edition).
- Mean care led by a medical doctor.
- Drive the need for a helicopter with an AMET to arrive within 60 minutes of injury.

Advanced resuscitation by emergency medical personnel can be delivered by appropriately trained professional medics/paramedics who are typically enlisted members of the Health/Medical Services or Corps of their armed forces rather than combat arms soldiers who have received advanced first aid training such as a ‘Team Medic’ or who have completed the ‘UN Field Medical Assistant’ course.

As an example of this. In early 2020, a TCC unit in MINUSMA struck an IED. Due to the risk involved in the operation they were conducting, two paramedics from the Unit's Level 1 had been included in the team. Due to their skill set, they were able to commence advanced care within a few minutes of the injury. This met both the ‘10’ and the ‘1’ requirement of the metric. A CASEVAC helicopter with the AMET arrived 75 minutes after the injury and evacuated the casualty to a Level 2 facility by 115 minutes after the injury; this also met the “2” part of the metric.

It is accepted that in some TCCs the professional medics of their Health/Medical Service or Corps lack the necessary skills to deliver advanced care and this will drive some missions to always get a helicopter and AMET to the point of injury within 60 minutes.

In after action review, when assessing the success of an CASEVAC operation in meeting the 10-1-2 metric, these varying capabilities must be taken into consideration.

The principal point is that the health capability that takes part in a specific operation or task must be appropriate to the threat, the risk, and the distances involved and should not simply be driven by SOPs or ridged unit structures. Sometimes a platoon level activity requires most of the personnel in a Unit's organic Level 1 capability.

Where required damage control surgery (DCS) is commenced as soon as practicable, **but no later than 2 hours** after injury / illness onset.

To meet this demanding timeframe a philosophy of 'ownership at the highest level and execution at the lowest level' will be adopted. While the ownership of the CASEVAC system is invested in senior mission leadership, authority to launch CASEVAC operations is devolved to the lowest practical level without the need to seek permission from the 'ownership level'.



## CASEVAC – AC2 (1)



- Mission Air Operations Centre (MAOC) plans, coordinates and schedules aviation assets
- Aviation priorities- set by HOM
- Air might be only transport option during rainy season
- Aviation assets are scarce and standby capability difficult to maintain

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### Stage 1

#### CASEVAC – AC2 (1)



Planning, coordination, and scheduling of all mission aviation assets is managed through the MAOC in compliance with the mission priorities, as determined by the HOM, to ensure final coordination amongst the necessary mission components and appropriate oversight and support is provided.

In many missions, air is the only means of transport during certain seasons. Aviation is always scarce, and any need to have the capability on standby (such as for CASEVAC) may come at an unsustainable cost to the mission as a whole.

## CASEVAC – AC2 (2)



- AC2 policy and mission structure = coordination across multiple components
- DMS approval to re-task aviation assets
- Host Nation constraints
- Uniformed planners must examine mission specific CASEVAC policy/constraints

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### Stage 1

#### CASEVAC – AC2 (2)

One of the greatest challenges of CASEVAC is that the AC2 policy and the standard mission structure mean that CASEVAC requires coordination across multiple components. This includes requiring DMS (or Mission Support) approval to re-task aviation or other mission-level assets.

This is made more complex by constraints imposed by the Host Nation (which must be considered by Mission Support), such as restrictions of movement, and long delays in issuing Host Nation flight authorisation for aviation assets. Uniformed personnel may be significantly surprised at how complex the process for initiating and executing a CASEVAC may be.



Uniformed planners must examine the CASEVAC policy of their mission, and actively seek to understand any mission-related constraints, which may affect support to an operation. This is especially true where there is a high threat (whether from IEDs, terrain or threat actors).

## CASEVAC – Risks



- Misunderstood and lack of practice regarding SOPs
- Difficulty in launching a CASEVAC with short notice
- Prior tasking of asset, host nation restrictions and unit / staff unfamiliarity
- Planners must rehearse frequently

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### Stage 1

#### CASEVAC – Risks

All missions shall establish standing approval procedures for tasking of mission enabling assets on short notice in times of operational urgency (e.g. deployment of Quick Reaction Forces, high-risk operations launched on short notice), and process for CASEVAC (in accordance with the CASEVAC Policy) to be communicated by the Mission Leadership Team (MLT) to all mission organisational units.

In larger missions, which may have Field Offices and/or military sector HQs at sub-national level, authority for CASEVAC operations should be decentralised and delegated to these offices and HQs, where appropriate. The Mission Health Support Plan and CASEVAC SOP must articulate where delegated launch authorities within the CASEVAC system rest in the mission. Where Mission SOP's related to CASEVAC is not widely understood and practiced there is a real risk of delays and improper decisions being made.

Before arriving in mission, it is difficult for uniformed planners to appreciate how complex it can be to launch a Quick Reaction Force or CASEVAC at short notice. Factors may include prior tasking of the transport asset, host nation movement restrictions or permission processes, individual unit familiarity with aviation assets, civilian air regulations, interaction with civilian contracts.



Where such support is critical, planners and logisticians must wargame and rehearse the quick release in order to understand mission-specific limitations and how that may change in different sectors.

## Questions



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### Stage 1 - Confirmation

Describe the metric used within the UN CASEVAC system.

The metric adopted in the UN system is the "10-1-2" guideline:

10

Immediate life saving measures are applied by personnel trained in first aid. Bleeding and airway control for the most severely injured casualties is to be achieved **within 10 minutes** & casualty alert message transmitted.

1

Advanced resuscitation / treatment is commenced by emergency medical personnel **within 1 hour** of injury / illness onset.

2

Where required damage control surgery (DCS) is commenced as soon as practicable, **but no later than 2 hours** after injury / illness onset.

## CASEVAC vs MEDEVAC

- CASEVAC – Evacuation from point of injury/illness to first appropriate medical facility
- MEDEVAC – Planned medical evacuation from one medical facility to another medical facility



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### Stage 2

#### CASEVAC vs MEDEVAC

- CASEVAC – Evacuation from point of injury/illness to first appropriate medical facility
- MEDEVAC – Planned medical evacuation from one medical facility to another medical facility

These are two terms that are often misunderstood and used inappropriately. You can see that in terms of CASEVAC, it is the physical evacuation from the point of injury to the first **appropriate** medical facility, whereas MEDEVAC is the **planned** evacuation between medical facilities and is within the medical system's control.

This lesson covers only CASEVAC as it involves the actions of contingents and operational staff.

## BACKGROUND



- HIPPO Report 2015
- Santos Cruz Report 2017
- Action for Peacekeeping (A4P)
- CASEVAC in the Field – Mar 18
- Stress Tests of five major high-risk missions
- *Casualty Evacuation in the Field* – revised policy Dec 19

Peacekeeping Deaths 2009-2019				
Malicious	Accident	Illness	Other	Total
319	361	504	135	1,319

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### Stage 2

#### CASEVAC Policy - Background

There were two studies that had a major impact on improving efficiencies in CASEVAC within a Mission: HIPPO Report 2015 and the dos Santos Cruz Report 2017.

HIPPO Report 2015 - As the United Nations (UN) High-Level Independent Panel on Peace Operations (HIPPO) was focusing on their encompassing review, it became of particular concern to its Members that in reverse to the gains made in the 1990s and the following decade, the number of states lapsing or relapsing into armed conflict was once again on the rise. Clearly, the track record of the United Nations and the international community in helping certain countries and regions to sustain and deepen peace processes has become inadequate. This includes UN peace operations. Noting that 'UN peace operations struggle to achieve their objectives,' HIPPO called for change 'to adapt them to new circumstances and to ensure their increased effectiveness.

Dos Santos Cruz Report 2017 - In December 2017, General dos Santos Cruz issued his report, Improving Security of United Nations Peacekeepers (otherwise known as the "dos Santos Cruz report"), which looked at concrete ways to reduce fatalities in UN peacekeeping. The report deepened the conversation around peacekeeper fatalities, while also reopening questions of whether UN peacekeepers are ready to act

decisively in the face of direct attacks. More broadly, the discussion led to a renewed dialogue on the viability of mandates in contemporary settings like Mali, South Sudan, or the Democratic Republic of Congo and, indeed, on the evolution of the peacekeeping instrument itself.

The Casualty Evacuation in the Field – March 2018 was the first attempt to provide a much-needed policy directly related to CASEVAC procedures. This policy was stress tested in 5 of the major high-risk missions, which led to many recommendations incorporated into the Casualty Evacuation in the Field – revised policy in December 2019, which is the current policy on CASEVAC operations.



## Missions Subject to Stress Test



- UNMISS - February 2019
- MINUSCA - March 2019
- MINUSMA - April 2019
- MONUSCO - July 2019
- Tabletop review of mission Health Support Plans and CASEVAC SOP
- Crisis Management Exercises

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### Stage 2

#### CASEVAC Policy Stress Testing

4 of the 5 high-risk missions stress tested were UNMISS in February 2019, MINUSCA in March 2019, MINUSMA in April 2019 and MONUSCO in July 2019. The stress test included a tabletop review of respective mission health support plans and CASEVAC SOPs and a series of crisis management exercises.

From this test came several critical observations that led to recommendations and ultimately to a revised policy on CASEVAC in December 2019.

## Stress Test – Key Observations

- Low levels competence and confidence in first aid
- Individual and team first aid kits (quantity and quality)
- Insufficient advanced first aiders
- Knowledge of and confidence in “Alert Messaging” poor
- Delayed transmission of vital information



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### Stage 2

#### Stress Test Observations (1)

- Low levels of competence and confidence in first aid
- Paucity of individual and team first aid kits (quantity and quality)
- Insufficient advanced first aiders (Field Medical Assistants/Paramedic)
- Knowledge of and confidence in “Alert Messaging” is poor
- Communications architecture delay transmission of vital information

## Key Observations – Level 1 Care



- Medical staff lack training / experience trauma care
- Insufficient collective training as Trauma Team
- Facilities - not well set up to deliver resuscitative care
- Equipment dual use – primary care and external

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### Stage 2

#### Stress Test Observations (2)

Medical staff lack training/experience in trauma emergency care.  
Insufficient attention to collective training as Trauma Team.  
Facilities not well set up to deliver resuscitative care.  
Equipment dual use – primary care and external activities such as patrols.

## Key Observations – Aeromedical



- Aircraft availability for aeromedical evacuation (AME)
- Aircraft lack night/low visibility capability
- Aircraft not located to achieve best AME effect
- Dislocation of Aeromedical Evacuation Teams (AMET) and aircraft
- Assets not always re-located “forward” during high-risk ops

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### Stage 2

#### Stress Test Observations (3)

Paucity of aircraft available for aeromedical evacuation (AME).  
Aircraft lack night/low visibility capability – training and equipment.  
Aircraft not located to achieve best AME effect.  
Dislocation of Aeromedical Evacuation Teams (AMET) and aircraft.  
Assets not always re-located “forward” during high-risk operations.

## Key Observations – Level II / III Care



- Individual skills satisfactory and care adequate
- Inconsistent application of Trauma Team approach
- Insufficient time allocated to collective training
- Suboptimal environmental control and lighting

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### Stage 2

#### Stress Test Observations (4)

Individual skills satisfactory and care adequate.  
Inconsistent application of Trauma Team approach.  
Insufficient time allocated to collective training.  
Suboptimal environmental control and lighting.

## Key Observations – C2 & Comms



- SOPs poorly understood
- Process sequential and not concurrent
- Too many people involved in decision-making process
- Information blizzard
- Lack of single CASEVAC launch node/ops centre
- Ops centres - not focussed on 24-hour operations
- Staff – insufficiently trained

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### Stage 2

#### Stress Test Observations (5)

CASEVAC SOPs poorly understood.

Process is sequential and not concurrent.

Too many people involved in the decision-making process.

Too many people informed who are not decision makers – “information blizzard.”

Lack of single CASEVAC launch node/operations centre.

Operations centres work patterns not focused on 24-hour operations.

Staff officers insufficiently trained.

## Recommendations (1)



- 10-1-2 Metric remains relevant
- Enhance pre-deployment first aid training and equipment
- Develop Trauma Team philosophy
- 24-hour rotary wing op capability
- Improve Operational Health Support training

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### Stage 2

#### Recommendations (1)

- 10-1-2 Metric remains relevant for UN peacekeeping missions  
Enhance pre-deployment first aid training and equipment.
- Develop Trauma Team philosophy.
- 24-hour rotary wing operational capability
- Improved Operational Health Support training – CMO & FMO

## Recommendations (2)



- Training & rehearsal
- Ownership at highest level, execution at lowest
- Designate a single existing Op Centre as CASEVAC coordinating node
- Develop concurrent CASEVAC tasking process
- Greater use of Temporary Tasking Authority to FC

### **Changes in new CASEVAC and AC2 policies**

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#### Stage 2

#### Recommendations (2)

- Training & rehearsal – individual & collective. Ownership at the highest-level execution at the lowest.
- Designate a single existing Operation Centre as CASEVAC coordinating node. Develop concurrent CASEVAC tasking process.
- Greater use of Temporary Tasking Authority to Force Comd

#### *Changes included in new CASEVAC and AC2 policies*



## Ownership / Execution

### Ownership at highest level, execution at lowest

#### Ownership (Mission HQ)

- ✓ DMS/CMS (or other senior official)
- ✓ Temporary OPCON by Force Comd

#### Execution (Designated Ops Centre)

- Duty Operations Officer
- Duty Air Operations Officer
- Duty Evacuation Medical Officer

- Resources – Evacuation and Medical Assets
- System Laydown
- Quality/Clinical Standards

- Tasking
- Casualty Regulation
- Independent Launch Authority

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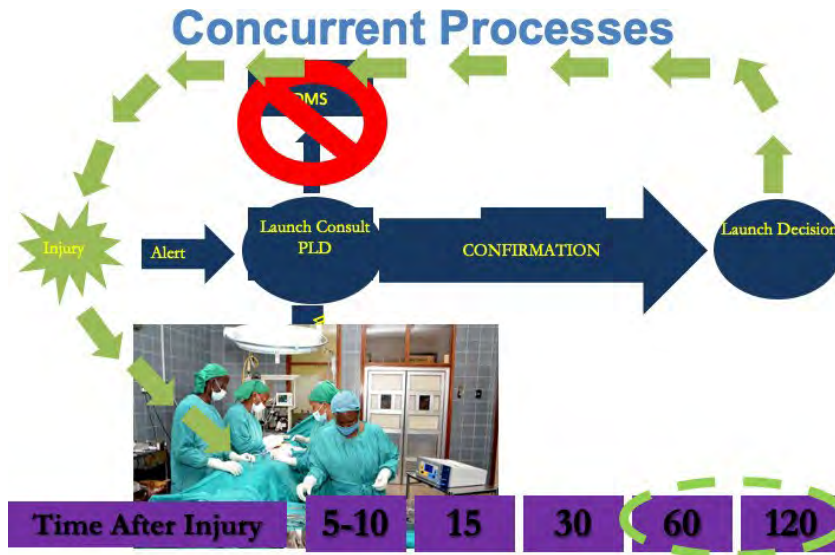
## Stage 2

### CASEVAC Ownership and Execution

The principle of ownership at the highest level, execution at the lowest level is fundamental to CASEVAC in the field.

Ownership remains in Mission HQ normally with the DMS, but temporary OPCON is afforded to the FC. Ownership includes managing the resources, providing and establishing the system laydown and maintaining quality and clinical standards.

Execution must come from the designated operations centre and will involve duty staff from operations, air operations and medical officers. Execution includes tasking, casualty regulation and “independent launch authority”, which is vital to timely and effective CASEVAC. The process is explained on the next slide.



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## Stage 2

### CASEVAC Concurrent Processes

This is a build slide that highlights the current CASEVAC policy. Particular emphasis must be given to the "independent launch authority", which effectively eliminates the requirement to obtain DMS authorisation to commence a CASEVAC operation.

## Questions



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Over this lesson the Authority, Command and Control (AC2) and the associated risks with CASEVAC management in the mission were discussed. The current CASEVAC policy (2019) and the differences between CASEVAC and Medical Evacuation (MEDEVAC) were also explained

### Confirmation

Explain the differences between CASEVAC and MEDEVAC.

- CASEVAC – Evacuation from point of injury/illness to first appropriate medical facility
- MEDEVAC – Planned medical evacuation from one medical facility to another medical facility

## Plan for a CASEVAC

<b>Aim</b> <ul style="list-style-type: none"><li>• Properly plan and coordinate a CASEVAC</li></ul>	<b>Deliverable(s)</b> <ul style="list-style-type: none"><li>• Discuss, analyse and plan for a CASEVAC</li><li>• Answer all deliverables</li><li>• Backbrief the U3</li></ul>
<b>Time Allocation</b> <p><b>Discussion:</b> (Syndicate) 120 mins <b>Presentation:</b> (Plenary) 30 mins</p> <p><b>Total:</b> 150 minutes</p>	<b>Notes</b> <p><b>Given:</b></p> <ul style="list-style-type: none"><li>• Activity 3.1 Handout</li><li>• CARANA Map</li><li>• CARANA reference material</li></ul>

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## Learning Activity

### 3.1 – Plan for a Casualty Evacuation (CASEVAC)

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard  
Map of CARANA  
CARANA reference material

#### TIME

Suggested time 150 minutes:  
120 minutes - discussion and preparation in syndicate  
30 minutes - presentation in plenary

#### PREPARATION

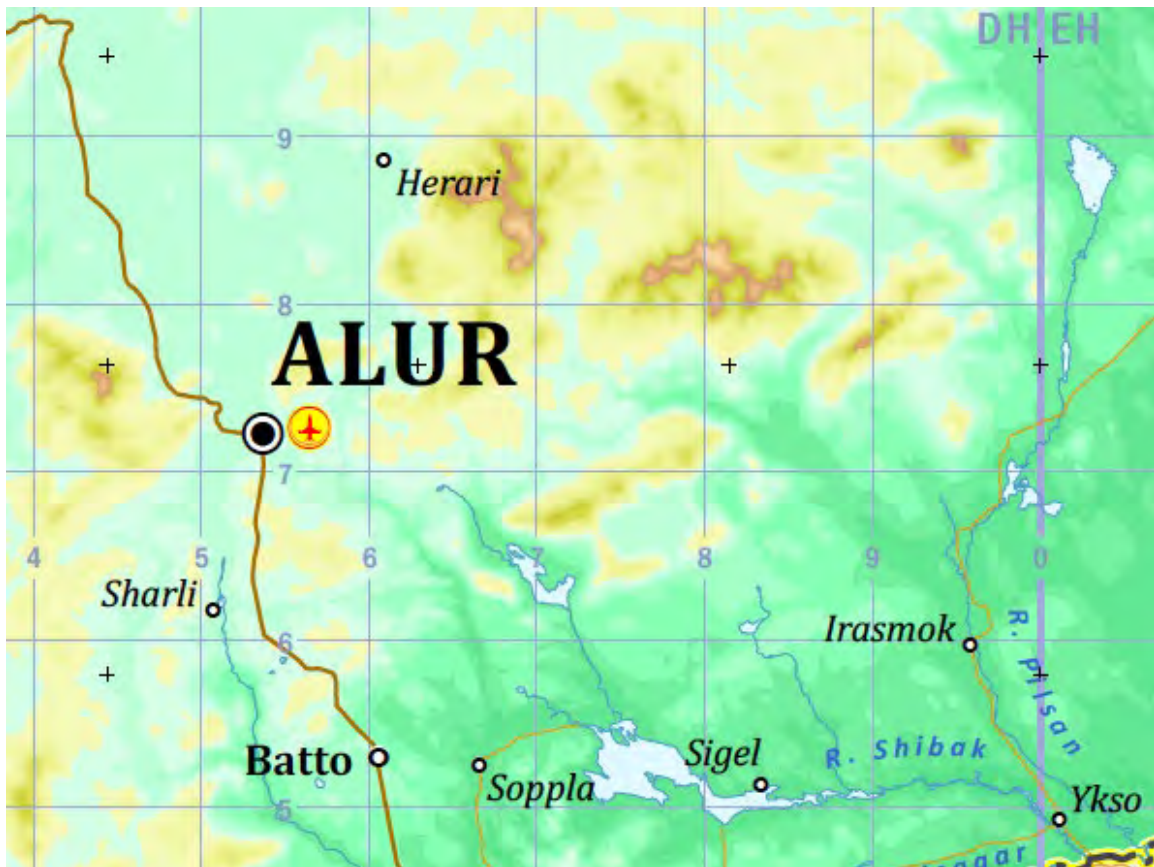
At the end of the lesson, participants will assemble in their assigned syndicate rooms and prepare a presentation based on the scenario and deliverables listed below. **The presentation will be delivered in plenary after 120 minutes.**



#### *NOTES TO INSTRUCTORS:*

The aim of this activity is to reinforce the CASEVAC lesson and will mark the 1<sup>st</sup> time the participants will be required to do any formal planning. This lesson and learning activity is deliberately placed before the Logistics Estimate lessons and activity as a means to assess the level and capabilities of the course participants regarding a planning process. Additionally, the activity will significantly amplify the Authority, Command and Control (AC2) policy, as the Director Mission Support (DMS) is the tasking authority for aviation assets. Of note this Activity can be conducted a Table Top Exercise completely in Syndicate; however, the facilitators must conduct a thorough rehearsal prior to execution to ensure consistency and mutual understanding.

## SCENARIO



- You are the U4. The U3 is working on a Frag O that will task Sector 2 to surge a Quick Reaction Force (QRF) into a remote area in the vicinity of HERARI located Northeast of ALUR.
- The FC has become increasingly concerned with Movement Patriotique de Carana (MPC) actions towards the local civilian populace in HERARI and wants to provide a credible show of force as a means to deter MPC actions.
- The FC understands that time must be afforded to allow for planning and coordination activity to occur so the QRF will not deploy until 72 hours from now.

- The QRF is expected to be operational for 7 days and will need to be resupplied within 72 hours. The FC considers this a high-risk mission and fully expects casualties. There are no accessible roads into HERARI so aviation assets must be used for deployment, sustainment, redeployment and CASEVAC.
- Having been within the Mission for a few months now, you have a better understanding of AC2 policy, the Mission Support Division key points of contact for planning and the aviation capabilities across the Mission.
- Of note, the DMS has both military and civilian contracted aviation assets situated in GALASI. It is known that the civilian assets are often quicker to respond to CASEVAC due to shorter processing time, however, there has been a general reluctance to fly assets into areas that are deemed high risk.
- You are also aware that South African Medical Detachment located in SUROUN does not have a fully qualified aeromedical team and must obtain the personnel from the main hospital in GALASI. In addition, the loadmaster with the Zambian Aviation Flight in SUROUN is not a qualified paramedic, which is a UN requirement when considering CASEVAC operations.

#### **Deliverables:**

The U3 has asked you to assist in planning the Frag O and is expecting a Staff Brief in 120 minutes to cover the following:

- What aviation assets are available for all aspects of the mission: deployment, resupply, redeployment and CASEVAC?
- Where should the aviation assets be located to have the best effect?
- Are there any restraints or constraints on resources including caveats?
- Who needs to be consulted across the Mission to assist in planning and providing the appropriate capabilities and effect?
- What are the communication considerations for the QRF?
- What are the supply considerations for the QRF?
- What CASEVAC / Aviation procedures can be rehearsed in advance and how?
- What if casualties exceed capacity (Mass Casualty)?
- What are the AC2 relationships?
- What are the actions to be taken for CASEVAC on locals (civilians and MPC)?



## Lesson 3.2 Logistics Estimate

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**COURSE:** Operational Logistics

**MODULE:** 3.2 Describe a Logistics Estimate

**DURATION:** 100 MINS

**LEARNING OBJECTIVES:**

- 1) Describe the 5D(R) tool used to initiate Logistic Mission Analysis
- 2) Describe the concept of deductions as part of the Logistics Estimate
- 3) Describe the logistics considerations by function
- 4) Describe a simple risk analysis matrix tool
- 5) Using the tool, identify the types of risks that could arise in support of an operation\
- 6) Describe the importance of coordination and interoperability related to the logistics estimate
- 7) Describe how gender consideration can impact logistic planning

**METHOD/APPROACH:** Interactive Lecture

**REFERENCE:** OPLOG Training Reference

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory



By the end of this lesson, the participant will be able to identify the major concepts and the methodology that is used within the logistics estimate process and Logistics Preparation of the Mission Area (LPMA) required in the production of a support concept for future operations or tasks.



# Why?

A logistics Staff Officer must possess the ability to develop flexible and effective support plans for upcoming missions or tasks within a field mission.

2

## Where do we fit in?



3

## Review



4

### Review Module 3.1:

Describe the metric used within the UN CASEVAC system.

The metric adopted in the UN system is the "10-1-2" guideline:

10

Immediate life saving measures are applied by personnel trained in first aid. Bleeding and airway control for the most severely injured casualties is to be achieved **within 10 minutes** & casualty alert message transmitted.

1

Advanced resuscitation / treatment is commenced by emergency medical personnel **within 1 hour** of injury / illness onset.

2

Where required damage control surgery (DCS) is commenced as soon as practicable, **but no later than 2 hours** after injury / illness onset.

## Learning Objectives



- 5D(R) Analysis
- Deductions
- Functional Considerations
- Risk Analysis Matrix
- Coordination and Interoperability
- Gender Considerations

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You will find that the subject matter presented within this lecture is not only applicable throughout this course but will serve you whenever you are called upon to participate in a planning process activity.

A logistics Staff Officer must possess the ability to develop flexible and effective support plans for upcoming missions or tasks within a field mission.

This Lesson will be conducted in 4 Stages:

Stage 1

Describe the 5D(R) tool used to initiate Logistic Mission Analysis

Stage 2

Describe the concept of deductions as part of the Logistics Estimate

Describe the logistics considerations by function

Stage 3

Describe a simple risk analysis matrix tool

Using the tool, identify the types of risks that could arise in support of an operation

Stage 4

Describe the importance of coordination and interoperability related to the logistics estimate

Describe how gender consideration can impact logistic planning

## How do we Begin



- Task Order is issued
- Identify Assigned Tasks
- Implied Task
- Commence Logistic Estimate

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## Logistics Estimate - General




- Who conducts the Logistic Estimate at the operational level?
  - U4, G4, MSC, etc...
- Desired outcome?
  - produce logistics Courses of Action (COA)
- Analyse data on sustainment
  - What source document?
- Once COA is selected?
  - Integrate data into plan

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### Stage 1

#### Logistics Estimate - General

 Within a field mission the logistics estimate is a process conducted by logistics staff at the operational level. The desired outcome is to produce logistics courses of action (also called a logistic support concept) to support each operational course of action (COA).

The logistics estimate is the process of:

- Gathering data against pertinent mission support concepts: Area of Operations (AOR) size, Lines of Communication (LOC), Main Supply Route (MSR), Airport of Disembarkation (APOD) / Seaport of Disembarkation (SPOD)
- Analysing their impact on sustainment
- Integrating data into operational logistics planning (which is the ultimate aim of the logistics estimate)

## The Estimate – Logistics Plan

- Principles of Logistics



- Key Considerations
- Factors (5DR framework)
- Deductions – SO WHAT!

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### Stage 1

#### Estimate – Logistics Plan



The logistics estimate will ultimately lead to a logistics plan or support concept of operations. The estimate will need to be a detailed analysis of the potential operation or tasks and will look to incorporate the following concepts: Principles of Logistics, Key Considerations, Factors (4DR - Distance, Demand, Duration, Destination and Risk or the 5DR (4DR + Dependency) and Deductions.

## Principles of Logistics



- Responsibility
- Foresight
- Flexibility
- Economy
- Simplicity
- Cooperation
- Sufficiency
- Accountability
- Visibility
- Interoperability

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### Stage 1

#### Principles of Logistics

You will recall from Module 2.3; the principles of logistics were described in detail. These principles should always be incorporated into your logistics estimate, because if they are achieved in the development of the various logistics courses of action and the support concept the plan should be more viable and robust. Depending on the mission, operation or tasks being supported some principles will have more value than others.



This need not be a formal step of the logistics estimate however, it will be a good check and balance to assess the plan in terms of totality.

The UN Principles of Logistics are: Responsibility  
Foresight, Flexibility, Economy, Simplicity, Cooperation, Sufficiency, Accountability,  
Visibility and Interoperability

## Considerations - Sustainment (1)

### Proper sustainment maintains freedom of action for the Commander



- Identify key sustainment tasks by function
- Identify Lines of Communications / Main Supply Routes
- Level Force protection required

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### Stage 1

#### Sustainment Considerations



If sustainment is properly planned it will afford the tasked commander freedom of action in carrying out an assigned mission.

In order to plan for sustainment operations, the logistics planner needs to consider the following (not inclusive):

Must properly identify the sustainment tasks by function (maintenance, engineering, supply, medical, communications and transport) including assigned and implied tasks. This cannot be understated as the logistics planner must consider all aspects of support because they all have their own inherent challenges and are vital to the overall success of operations. For example, if the feeding plan is not well planned and executed it could have an adverse effect on troop performance and morale.

Identify the Lines of Communication (LOC) or those routes connecting the operating unit to its main support base and the Main Supply Route (including alternate routes). The LOC must be assessed for accessibility especially during the rainy season and the overall security (IEDs, civilian movement, parties to the conflict activity)

Must determine the Force Protection required – eg. armed escorts for convoys. When the LOC and MSR are assessed against security risks the requirement for armed escorts will be considered.



## Considerations -Sustainment (2)



- Where do we get this?

- Determine what follow-up operations being considered.  
Intent, mission statement...
- Determine sustainment priorities by unit.  
Current disposition, MOU, COE Reports, liaising with CLO, G4...

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### Stage 1

#### Considerations Sustainment (2)

Must determine what follow-up operations being considered. This is where the principles of logistics can come into play: foresight, economy, flexibility. Understanding what follow-up operations will most likely occur will greatly assist the logistics planner in determining support requirements for subsequent phases of an operation or a new operation.



Must determine the sustainment priorities and to which units. The principles of logistics are also important here: cooperation and sufficiency. Setting priorities will afford commanders flexibility and provide specific direction to the logistics support concept. For example, Mission repair and recovery assets will give priority to Sector 2 during Operation BLUE PRESENCE or Sector 2 will be given aviation support priority for sustainment operations during Operation BLUE PRESENCE.

## Mission Analysis – Logistics (1)



- Defines operational tasks and logistics requirements
- Identify specified and implied tasks
- These tasks are considered in relation to operational environment
- Conducted for each COA

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### Stage 1

#### Mission Analysis - Logistics



Mission analysis is conducted for each of the selected COAs and defines the operational tasks to be performed and the resulting logistics requirements.

Some tasks are specified by the mandate, while others are implied. For example, a **specified task** might be to disarm opposing factions. This is a clear task. The **implied tasks**, however, may include storage of and accountability for the weapons, destruction procedures, and re-issue procedures. If the mission analysis only notes the specified task, then the resources necessary to perform the implied tasks will be understated.

Once the specified and implied tasks are identified, the logistics planner considers the tasks estimated in relation to the environment in which they are to be executed.

## Analysis – Logistics



- Logistics planning factors – 5D(R)
- Logistics requirements
- Sources of logistics support
- Determine shortfalls

What document should the Logistician produce?  
Support Dependency Matrix

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### Stage 1

#### Mission Analysis – Logistics (2)

**Logistics Planning Factors (explained further on next slide).** A listing of relationships between two or more variables, eg. KG's/man/day, which can be used to plan resource needs in detail. If they are not readily available, they should be developed and applied when planning a specific mission - 5D(R).

**Determination of logistics Requirements.** This is accomplished by applying the logistics planning factors against the tasks outlined in the mission analysis. The gross logistics requirements can then be used by the planner to determine the most efficient and cost-effective method of supply and distribution.

**Sources of Logistics Support.** The UN will normally obtain logistics support for field operations from four main sources: UN owned assets (eg. Strategic Deployment Stock); Member states; UN engaged contractor support (either local or international); and/or Host nations. Once logistics requirements are known, the UN will solicit member states that possess the required logistics capability to provide all or part of the logistics force necessary. The member states will then indicate what support forces can be made available.

**Determination of Logistics Shortfalls.** Once member state contributions are

determined, the planner can assess whether any capability shortfalls exist. If identified shortfalls cannot be resolved through additional member solicitations or increased host nation or contractor support, the planner should recommend that the operational plan be changed to reflect these differences. Otherwise, the accomplishment of the mission may be in jeopardy.

## Logistics Planning Factors



- Many countries incorporate logistics considerations in their doctrine
- 4 D's, the 5 D's, 4 DR
- We will use 5D(R)
- Used in Logistic Analysis in developing COAs

What is 5D(R)?

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### Stage 1

#### Logistics Planning Factors



Many nations have doctrine for understanding the logistic considerations of a problem. Some nations refer to the 4 Ds, the 5 Ds, 4 DR or have other names entirely.

This section provides a simple set of non-nation-specific considerations suitable for planning in UN Missions. This model is called 5DR.

For the requirements identified in the MA, the logistics planner needs to determine a measure of predictability for the mission. This can be accomplished by applying the **5DR** factors against the requirements.

## Logistics Planning Factors – 5D(R)



- Destination
- Demand
- Distance ❖ Risk
- Duration
- Dependency

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### Stage 1

#### Planning Factors – 5D(R)

For the requirements identified in the Mission Analysis, the logistics planner needs to determine a measure of predictability for the mission. This can be accomplished by applying the **5D(R)** factors against the requirements.

- Destination. Determines nature of the requirement in relation to the location of the mission.
- Demand. Determines the magnitude of the requirement in terms of forecast of consumption.
- Distance. Determines the shape of the LOC.
- Duration. Dictates the necessary robustness and need for investment in logistics support requirements in relation to the time.
- Dependency. Determine the type and quantity of units requiring logistic support.
- Risk. All the above factors must always be assessed against a relative risk factor, which will determine the level of force protection required.

## Destination



- Where - Area of Operations (AOR)
- Helps define LOC
- Influences transportation means, communications, logistics support
- AOR influences forecasting of demand and planning for contingencies

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### Stage 1

**Destination determines nature of the requirement in relation to the location of the mission.**

Destination defines the overall environment in which the operation will take place, which affects factors such as the pattern of wear and tear on equipment, the variety of supplies and the physiological demands on troops.

Considering this factor helps to define the strategic LOC.

Destination influences: transportation means (air, ground, sea or joint), supply alternatives and stock size: (for six months or less) and strategic communication limits. Destination influences **logistic support** to military operations and a clear understanding of the local climate; austerity of infrastructure and attitudes of the operation area are essential for logistics planners. It imperative that a planner has a reliable knowledge of the environment and infrastructure including the overall threat level as the maintenance of strategic and operational lines of communications are essential for logistic support operations.

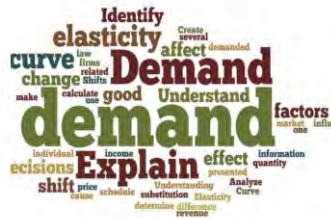


Destination significantly influences logistic support as it sets the pre-conditions and patterns of wear and tear. Thus, the AOR (area of operation) will directly influence the forecasting of demand and logistic estimates required to maintain and sustain the forces in the operational theatre for the duration of the operation. Hence the need to plan and store

large buffer stocks to cater for unforeseen contingencies and provide for safety, flexibility, expedience, and flexibility in switching operational priorities.



## Demand



- Magnitude of requirement
- Shape replenishment plan and self-sustainment levels
- Stems from Command's intent and op tempo
- Sum of steady state, cyclical and surge requirements
- How, when and what quantities to request

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### Stage 1

**Demand determines the magnitude of the requirement in terms of forecast of consumption.**

This factor helps in shaping the replenishment plan and setting the self-sustainment levels required by contingent. Demand for supplies and services are not simply the gross mathematical consumption, but also its pattern, its rate of change and its variability.

Demand stems directly from the commander's intent and the tempo of operations. It is the sum of the steady state, cyclical and surge demands. Many units may be used to a 'push' style of replenishment.



Demand considerations include understanding how and when and what quantities to request support. Buffer stocks are essential for unforeseen eventualities, big number of troops require big volume of materiel support, the intensity of operational engagement drives the level of materiel requirements and operational environment and distance directly impact on demand levels.

## Distance



- Determines shape of LOC
- Movement of troops and supply of materiel require robust LOC
- Consider distance between nodes (ie. Field Office, Sector support areas)
- Determines volumes of resources committed and time in transit

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### Stage 1

**Determines the shape of the LOC.** This factor applies distance and accessibility to the calculation for deployment and how the LOC can be established.

The movement of troops and supply of materiel require suitable transport and logistics equipment and facilities, reliable transport and communication infrastructure are essential for logistic support, accessibility, speed and flexibility are essential for logistic facilities and strategic lines of communications are essential for logistic support operations were key elements of distance in logistic support to military operations.



When considering distance, the logistic planner must consider distances between nodes within the theatre (such as Field Office/Sector support areas). The length, capacity and topography of the lines of communication will determine the size, shape, structure and balance of the distribution resources committed to it. Distance factors will also determine the volume of resources committed for operating stocks and the time in transit and the requirement for forward bases or intermediary staging posts.

## Duration



- Determines robustness and need for support in relation to time
- Impacts how complete support needs to be and volume
- Longer ops consume more support (funding, infrastructure, etc.)
- Consider viability periods (unit self-sufficiency)

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### Stage 1

**Dictates the necessary robustness and need for investment in logistics support requirements in relation to the time (How long support is required).**

This factor impacts how complete the logistics support needs to be and the overall volume of equipment and material to be planned. Longer operations consume more logistic support, deployment and support of military operations consumes heavy funding, development of local infrastructure is essential for operational support and strategic investments are essential in longer operational undertakings. When considering duration, planners may need to reassess operational viability periods (the period during which forces must be self-sufficient) or be able to advise units on ways in which external support may be offered to extend their units endurance.

## Dependency

- Understand type /quantity of units requiring support
- Significantly different in UN Missions (SUR, caveats, COE framework, etc)
- Must understand dependency equipment, personnel and operating characteristics

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### Stage 1

**Dependency means understanding the type and quantity of units requiring logistic support.**

In a national framework, planners may instinctively understand the support requirements of their force from prior training and experience. In a UN mission, the dependencies are often significantly different to that which a planner may expect from their prior experience. This may be due to UN SUR design, caveats expressed in the MOU, the nature of the COE framework, which requires units to provide additional self-sustainment, or simply that each T/PCC brings its own equipment which has different support needs and planning considerations.



As such, dependency factors become substantially more important in a UN mission than may be in a national deployment. Logistic planners will need to understand the dependencies equipment fleets, personnel numbers and likely operating characteristics.

## Risk




- The 5D factors are all assessed against risk
- Determines level of Force Protection (ie. armed escorts)
- Considers threat actors and key stakeholders
- Theft, corruption, movement restrictions
- Sector/Component/Mission

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### Stage 1

#### Risk

All the above factors must always be assessed against a relative risk factor, which will determine the level of force protection required. For example, perhaps scheduled convoys must traverse through a stretch of territory where there are considerable parties to the conflict activity. In this example, the appropriate solution may be force protection for the convoys (armed escorts).

 Risk and Threat Analysis is an essential part of the Operational Planning process as taught on the UN Staff Officers Course and Protection of Civilians Course. Risk Analysis consider more than just overt threat actors (in military terms 'the enemy') but must consider all stakeholders in the mission, including host government representatives, local law enforcement, local community and so on.

Risks are not limited to military threat, but may include theft, corruption, restrictions of movement, damage to the community and more.

Risks to logistic support must be included in the overall Sector, Component, and Mission and Component Risk Analysis, as the means of treating these risks will require discussion at these levels of command.

## 5D(R) - Summary

- **Destination** - (nature of requirement)
- **Demand** - (magnitude of the requirement)
- **Distance** - (shapes lines of communication)
- **Duration** - (time required)
- **Dependency** – (type/quantity requiring support)
- **Risk** – (force protection requirement)



“Right support at the right  
place in the right time”

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### Stage 1

#### 5D(R) Summary

This slide is meant to review the 5D(R) planning factors utilised within the Mission Analysis portion of the planning process.

## Questions



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### Stage 1 - Confirmation

**Define the 5D(R) factors utilised for logistics planners when completing a mission analysis.**

For the requirements identified in the Mission Analysis, the logistics planner needs to determine a measure of predictability for the mission. This can be accomplished by applying the **5D(R)** factors against the requirements.

- Destination. Determines nature of the requirement in relation to the location of the mission.
- Demand. Determines the magnitude of the requirement in terms of forecast of consumption.
- Distance. Determines the shape of the LOC.
- Duration. Dictates the necessary robustness and need for investment in logistics support requirements in relation to the time.
- Dependency. Determine the type and quantity of units requiring logistic support.
- Risk. All the above factors (5D's) must always be assessed against a relative risk factor, which will determine the level of force protection required.

## Deductions (1)



- Made whilst analysing the 5D(R) factors
- Made in relation to logistics functions (General, Supply, Medical, Maintenance, Engineering, Transport and Communications or **GSMMETC** construct)
- Plan = factors, considerations and deductions


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### Stage 2

#### Deductions (1)

Whilst analysing the factors from the 5D(R) framework a series of deductions are made.

Deductions must be made in relation to the following logistics functions: General, Supply, Medical, Maintenance, Engineering, Transportation and Communications or the GSMMETC construct. Logistics estimates (sometimes called administrative estimates) are used to follow a process to solve a support problem using the known or assumed facts regarding the operation. They are used at all planning levels. The main purpose of an estimate is to produce a logistics plan that can be translated into action.

 Logistics planning hinges on three key elements: factors, considerations, and deductions. All levels of planning need to gather facts, consider them, and draw the right conclusion in order to provide the best possible mission support.



## Deductions (2)



- **Factor** – circumstance, fact contributing to a result (ie. budget, weather)
- **Deduction** – Use intuition, training and experience to assess factors (ie. availability of logistics support)
- **Constraint** – Something you **MUST DO** (ie. use MSR X)
- **Restraint** – Something you **MUST NOT** do (ie. can't buy locally)

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### Stage 2

#### Deductions (2)

A **factor** is a circumstance, fact, or influence contributing to a result. In an estimate, a factor will affect the execution in the peace operation (eg. budget or weather).

A **deduction** is a crucial part of the planning process as it uses intuition, training, and experience to assess the factor. A deduction looks at such things as the requirement and availability of logistics support in relation to the factor. Examinations of all the factors and **consideration** of those factors lead to one or more deductions.



A crucial element in all logistics planning at all three planning levels is properly identifying constraints and restrains early and often. A **constraint** is something that you **must do**. It can be imposed by the head of mission or the host nation. An example would be a host nation limiting the use of roads or railways to a specific time or location. A **restraint** is something that you **must not do**. In logistical terms, this may mean such things as a Force not buying food locally for fear of driving up the price or not travelling by night by order of a HOM / FC.

## GSMMETC Construct

### Factors

#### 5DR Framework

Demand

Distance

Destination

Duration

Dependency

Risk

### Deductions

#### GSMMETC

General

Supply

Medical

Maintenance

Engineering

Transport

Communications

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## Stage 2

### GSMMETC Construct

After analysing the factors from the 5D(R) framework deductions must be made in relation to the GSMMETC construct.

## Deductions - General




- Availability/unavailability of services among a Contingent, Host Nation and Contracts
- Support arrangements need to be identified by task and be flexible
- Weather – impacts on equipment, infrastructure and capability

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### Stage 2

#### Deductions - General

 **Deductions.** A deduction is a conclusion reached by logical reasoning. For example, police make deductions and then decisions based on evidence as related to a suspect that may have been at the scene of the crime. Where appropriate, deductions are drawn from factors and consolidated into the overall plan. In some cases, the issue under examination may be significant enough to warrant the development of separate COAs and a plan. Although far from exhaustive, the following provides a suggested list of some issues that might warrant consideration or the GSMMETC construct.

General - Operational planners make deductions on support capabilities based on the availability or unavailability of services among a TCC/PCC, Host Nation Support and UN contracted assistance. Support arrangements will need to be clearly identified by task, yet flexible and be ready to be amended if one capability becomes compromised or priorities change.

What can you deduce?

Weather – clothing, fuel, infrastructure.

Joint – opportunities to lean on other elements (air, land and sea) if required

## Deductions - Supply



- Availability of classes of supply (1,3 and %)
- Reserve
- Distribution methods
- Emergency resupply
- Reporting
- Most critical
- Operational tempo
- Dangerous goods

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### Stage 2

**Supply** – What can you deduce?

Availability by class of supply – warehoused, serviceable and visible (Rations -1, Fuel -3 and Ammo -5)

Reserve – 1<sup>st</sup> and 2<sup>nd</sup> line, advise chain of command on shortages

Distribution methods – air, land, delivery points, pickups

Mission configured loads – where, when (shelters ready to go)

Emergency resupply procedures – have a plan

Reporting – SA over holdings, establish relationships with higher HQ and units/sections Rations – fresh or hard

Fuel: current status; bulk storage; requirements; bulk refuelling capability; distribution plan; allocations, risk

Ammunition: requirements versus availability; ammunition storage sites; restrictions; risk What will be the most critical or vital supplies that will limit the mission?

What is the operational tempo, and how will that affect supply consumption? What climatic or environmental conditions will affect supply consumption

What climatic, environmental or threat conditions will affect supplies in storage? What dangerous goods regulations apply (for both storage and movement).

## Deductions - Medical



- # of personnel
- Priorities
- Concept of operations
- Facilities
- Evacuation procedures
- Mortuary affairs
- Refugees / IDPs
- Financial Reimbursement
- Most likely causes of illness / injury

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### Stage 2

#### Medical - What can you deduce?

Numbers of troops = number and types of medical issues and medical priorities – Ebola, IED, traffic accidents,

PKO vs peace enforcement = different casualty estimates and troop replacement plans

Concept of ops = Medical priorities and number of facilities – establishment, training efforts, in field support to civilians, gender based

Facilities – location, distance between units and Level 3 hospital (mov ops)

Evacuation procedures and capabilities – dedication of air resources

Mortuary affairs – storage, ramp procedures,

Refugees / Internally Displaced Persons - pressure to provide tentage, rations, sanitary services, female and children support networks

Finance services – know how the system works to expedite procurement and reimbursement. What are the most likely causes of illness or injury?

What are the climatic or environmental conditions, which may affect personnel health?

## Deductions - Maintenance



- Vehicle types
- Unserviceability rates
- Repair and recovery capability and priority
- Eqpt Cannibalisation policy
- Spare parts availability
- Essential equipment
- Equipment reliability

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### Stage 2

#### Maintenance - What can you deduce?

Vehicle type – spare parts requirements, expected failure rates, sources of supply 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> line holdings

Vehicle Off Road (VOR) rate – UN reimbursement values, inspection rates

Damage repair – recovery capability, 2<sup>nd</sup> line maintenance facilities (tools, repair equipment, infrastructure)

Repair limits by time and level – need to know expected time to repair to advise Ops (has impact on operational capability)

Cannibalisation policy – are you authorized to cannibalise from VOR vehicles? Mobile Recovery Team (MRT) allocation centralised or dispersed

Repair parts availability – maintainers identifying requirements? Push / pull system of reimbursement?

Recovery procedures - Lead nation, subordinate nation? Co-operation?

What will be the most essential equipment to the operational plan?

How reliable is this equipment, and what is the equipment availability (what proportion is fully serviceable)?

What is the operational tempo prior to the operation, and how will this affect equipment readiness? What is the duration of the operation, and how does equipment normally operate over this period? Are there any critical repair parts, which may limit the operation?

Is there anything in the climate or environmental conditions, which will impact equipment operation (for example, proximity to salt water, fine dust clogging intakes)?

## Deductions - Transportation



- Heavy and Light lift requirements
- Movement Control
- Route use and priority
- Traffic Control
- Alternate modes
- Security of LOC
- Routes – restrictions, weather
- Sufficient assets

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### Stage 2

Transportation - What can you deduce?

Heavy and light requirements - Types of armoured vehicles – types of heavy lift (vehicle, rail)

Movement control – day or night ops? 24/7? Number of forward operating bases = increased need for mov con

Route use/priority traffic – coordination with host nation and UN, security of convoys?

Traffic control - military police or civilian police or HN coordinated trailer transfer points – security

Alternate modes - air, land, sea and rail = more/less capacity = more/less effective = more/less expensive

Security of lines of communication (LOC) – convoys, MOB, FOB, APOE/APOD, SPOD/SPOE, organized crime

Are routes (including bridges, culverts, tunnels) able to take the weight of all vehicles? What climatic or environmental conditions will affect routes?

How does the threat environment affect choice of movement (including force protection, use of civilian transport, mode used)?

Are there sufficient transport assets to achieve the required tempo over the duration of the operation for the distances involved?

How will maintenance policies/requirements affect the availability of transport assets at the required time?

## Deductions - Engineering



Who has Tasking  
Authority usually for  
Engrs?

- Minor vs Major
- Status of MSR
- Mines
- IED and EOD  
capability
- Security escort
- Supplies
- Defensive stores
- Infrastructure – types  
and power

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### Stage 2



**Engineering** is not traditionally considered a function of logistics; however, within a field mission engineering support at the mission level is provided by MSD (Engineering section within Service Delivery Management). Engineering support can come from a number of sources including minor engineering from the contingent, another contingent and the UN and major engineering provided by the UN (Enabling unit or contract).

In planning engineer requirements for an upcoming operation or task what can you deduce? Status of the MSR

Route mines clearance

Availability of IED detection vs Explosive Ordnance Disposal (clearance).

Security escort

Availability of engineering supplies

Availability of ammo for personnel on security escort Materiel for repairs and building construction Defensive stores

Availability ablutions / showers area

Water purification capability Construction of sewage system Power

Climate and environmental conditions, which will draw the priority of effort.



## Deductions - Communications




Who has Tasking Authority usually for Mission Comms i.e.: Long Distance Patrols?

- Support well-defined in MOU/SUR
- Radio
- Landline
- Bandwidth
- Radio Rebroadcast
- Internet
- Command Post locations
- Spare parts

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### Stage 2

 **Communications** – Similar to Engineering, Communications are not traditionally considered a function of logistics; however, within a field mission communications support at a mission level is provided by MSD (Field Technology Section within Operations and Resource Management). Communications support is well defined in the respective MOU and SUR and contingents most often will provide communications (telephone and radio) at the subunit level where communications from the contingent to higher headquarters will be the responsibility of the UN (mission).

In considering communications for an upcoming operation, what can you deduce? Radio requirements (HF, VHF, UHF)

Landline / telecommunications availability

Bandwidth

Radio Rebroadcast requirements Internet availability

Command Post location

Availability of communications spare parts

## Questions



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### Stage 2 - Confirmation

#### 1. Define a constraint and restraint as they apply to planning.

A crucial element in all logistics planning at all three planning levels is properly identifying constraints and restraints early and often. A **constraint** is something that you **must do**. It can be imposed by the head of mission or the host nation. An example would be a host nation limiting the use of roads or railways to a specific time or location. A **restraint** is something that you **must not do**. In logistical terms, this may mean such things as a Force not buying food locally for fear of driving up the price or not travelling by night by order of a HOM / FC.

#### 2. When considering deductions, what logistics functions need to be considered?

GSMMETC

General Supply Medical Maintenance Engineering Transport  
Communications

**Break Time!!**

## Risk - Severity

Amount of damage hazard could create on a 4-point scale

<b>Catastrophic - 4</b>	Death / major system loss
<b>Critical - 3</b>	Severe injury or illness / major system damage
<b>Marginal - 2</b>	Minor injury or illness / minor system damage
<b>Negligible - 1</b>	No injury or illness / system damage

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### Stage 3

#### Risk - Severity



Many planners use a risk matrix to assess the various risks of hazards. Understanding the components of a risk matrix will allow you and your organisation to manage risk effectively and limit injury and illness. A simple matrix will assess risk on severity and probability. If used consistently, a risk matrix will benefit logistic planners in identifying risk and providing associated mitigating actions aimed at reducing the effects of risk.

**Severity** is the amount of damage or harm a hazard could create and it is often ranked on a four-point scale as follows:

**Catastrophic - 4** Operating conditions are such that human error, environment, design deficiencies, element, subsystem or component failure, or procedural deficiencies may commonly cause death or major system loss, thereby requiring immediate cessation of the unsafe activity or operation.

**Critical - 3** Operating conditions are such that human error, environment, design deficiencies, element, subsystem or component failure or procedural deficiencies may commonly cause severe injury or illness or major system damage thereby requiring immediate corrective action.

**Marginal - 2** Operating conditions may commonly cause minor injury or illness, or minor systems damage such that human error, environment,

design deficiencies, subsystem or component failure or procedural deficiencies can be counteracted or controlled without severe injury, illness or major system damage.

**Negligible - 1** Operating conditions are such that personnel error, environment, design deficiencies, subsystem or component failure or procedural deficiencies will result in no, or less than minor, illness, injury or system damage.

## Risk - Probability

### Likelihood of hazard occurring on a 5-point scale

<b>Frequent - 5</b>	Likely to occur often
<b>Probable - 4</b>	Will occur several times
<b>Occasional - 3</b>	Likely to occur some time
<b>Remote - 2</b>	Unlikely but possible to occur
<b>Improbable - 1</b>	So unlikely, assumed will not occur

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### Stage 3

**Probability** is the likelihood of the hazard occurring and it is often ranked on a five-point scale:

**Frequent - 5** Likely to occur often in the life of an item

**Probable - 4** Will occur several times

**Occasional - 3** Likely to occur some time

**Remote - 2** Unlikely but possible to occur

**Improbable - 1** So unlikely, it can be assumed occurrence may not be experienced.

## Risk Analysis Matrix

		Severity			
		Catastrophic: 4	Critical: 3	Moderate: 2	Marginal: 1
Probability	Frequent: 5	High - 20	High - 15	High - 10	Medium - 5
	Probable: 4	High - 16	High - 12	Serious - 8	Medium - 4
	Occasional: 3	High - 12	Serious - 6	Medium - 6	Low - 3
	Remote: 2	Serious - 8	Medium - 6	Medium - 4	Low - 2
	Improbable: 1	Medium - 4	Low - 3	Low - 2	Low - 1

### Stage 3

#### Risk Analysis Matrix

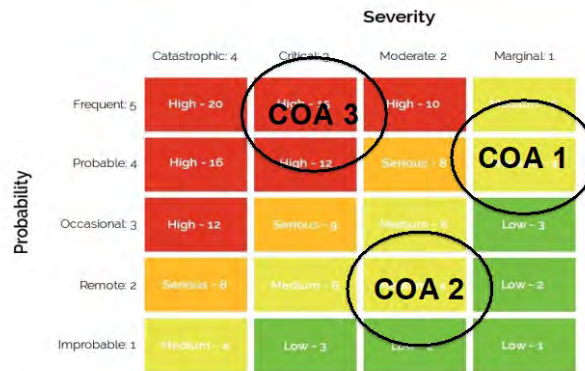
The following is a sample of a risk matrix incorporating Severity on a horizontal plane and Probability on a vertical plane.

Risks will be assessed as: High, Serious, Medium and Low in this matrix.

Associated risks will be assessed as High if they fall in the upper left quadrant (eg. Catastrophic and Frequent) and conversely Low if they fall in the bottom right quadrant (Marginal and Improbable). Essentially these would signify both extremes of the risk assessment spectrum and other categories in between would be assessed as Serious and Medium.

Planners can modify a matrix as required and can assign their own scoring.

## Risk Analysis Matrix



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Each COA will have advantages and disadvantages. Once these are listed, the staff officer will superimpose them onto the risk matrix.

The Commander will be presented these options and he/she will provide a decision on which COA he wants the staff to formulate the operational orders.

## 10-Minute Exercise

1. A Convoy is scheduled to use Main Supply Route 'HEART' that traverses through some rough areas of road that was recently damaged by heavy rain. Total distance of travel is 100km return. Roads are assessed as passable/no more rain is expected.
2. A MILOB team site located in a remote part of Sector 2 has indicated that all 10 members of the section have fallen ill with vomiting and diarrhea. It was ascertained that the team had all eaten some chicken purchased from a local village. *Médecins Sans Frontières* recently stated that areas around this same village have experienced health issues related to unhealthy water.
3. Mission Support Division has identified that 50% of their aviation assets are grounded as a result ongoing maintenance issues. This has not been the norm and the aviation fleet is expected to be fully operational in 3 days.
4. A Sector 1 FOB has been shelled by hostile fire 4 times over the past 2 days. There has been no injury or loss of life but two trucks have been destroyed. Intelligence reports that hostile fire is expected to continue frequently over the next week with injuries and damage expected to UN personnel and equipment located in the FOB.

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### Stage 3



Over the next 10 minutes working independently score and assess a risk category (High, Serious, Medium and Low) for the following situations:

1. A Convoy is scheduled to use Main Supply Route 'HEART' that traverses through some rough areas of road that was recently damaged by heavy rain. The total distance of travel is 100km return. The roads are assessed as passable and no more rain is expected.
2. A MILOB team site located in a remote part of Sector 2 has indicated that all 10 members of the section have fallen ill with vomiting and diarrhoea. It was ascertained that the section had all eaten some chicken purchased from a local village. *Médecins Sans Frontières* has recently stated that areas around this same village have experienced health issues related to unhealthy water.
3. Mission Support Division has identified that 50% of their aviation assets are grounded as a result ongoing maintenance issue. This has not been the norm and the aviation fleet are expected to be fully operational in 3 days.
4. A Forward Operating Base within Sector 1 has been shelled by hostile fire four times over the past 2 days. There has been no injury or loss of life, but two trucks have been destroyed. Intelligence reports that hostile fire is



expected to continue frequently over the next week with injuries and damage expected to UN personnel and equipment located in the FOB.

## 10-Minute Exercise- Solutions (1)

A Convoy is scheduled to use Main Supply Route ‘HEART’ that traverses through some rough areas of road that was recently damaged by heavy rain. Total distance of travel is 100km return. Roads are assessed as passable/no more rain is expected.

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### Stage 3

A Convoy is scheduled to use Main Supply Route ‘HEART’ that traverses through some rough areas of road that was recently damaged by heavy rain. The total distance of travel is 100km return. The roads are assessed as passable and no more rain is expected.

## Risk Analysis Matrix

		Severity			
		Catastrophic: 4	Critical: 3	Moderate: 2	Marginal: 1
Probability	Frequent: 5	High - 20	High - 15	High - 10	Medium - 5
	Probable: 4	High - 16	High - 12	Serious - 8	Medium - 4
	Occasional: 3	High - 12	Serious - 9	Medium - 6	Low - 3
	Remote: 2	Serious - 8	Medium - 6	Medium - 4	Low - 2
	Improbable: 1	Medium - 4	Low - 3	Low - 2	Low - 1

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**Risk Assessment – MEDIUM 4**

## 10-Minute Exercise – Solutions (2)

A MILOB team site located in a remote part of Sector 2 has indicated that all 10 members of the section have fallen ill with vomiting and diarrhea. It was ascertained that the team had all eaten some chicken purchased from a local village. *Médecins Sans Frontières* recently stated that areas around this same village have experienced health issues related to unhealthy water.

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### Stage 3

A MILOB team site located in a remote part of Sector 2 has indicated that all 10 members of the section have fallen ill with vomiting and diarrhoea. It was ascertained that the section had all eaten some chicken purchased from a local village. *Médecins Sans Frontières* has recently stated that areas around this same village have experienced health issues related to unhealthy water.

## Risk Analysis Matrix

		Severity			
		Catastrophic: 4	Critical: 3	Moderate: 2	Marginal: 1
Probability	Frequent: 5	High - 20	High - 15	High - 10	Medium - 5
	Probable: 4	High - 16	High - 12	Serious - 8	Medium - 4
	Occasional: 3	High - 12	Serious - 9	Medium - 6	Low - 3
	Remote: 2	Serious - 6	Medium - 5	Medium - 4	Low - 2
	Improbable: 1	Medium - 4	Low - 3	Low - 2	Low - 1

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**Risk Assessment - HIGH 12**

### 10-Minute Exercise – Solutions (3)

Mission Support Division has identified that 50% of their aviation assets are grounded as a result ongoing maintenance issues. This has not been the norm and the aviation fleet is expected to be fully operational in 3 days.

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#### Stage 3

Mission Support Division has identified that 50% of their aviation assets are grounded as a result ongoing maintenance issue. This has not been the norm and the aviation fleet is expected to be fully operational in 3 days.

### Risk Analysis Matrix

		Severity			
		Catastrophic: 4	Critical: 3	Moderate: 2	Marginal: 1
Probability	Frequent: 5	High - 20	High - 15	High - 10	Medium - 5
	Probable: 4	High - 16	High - 12	Serious - 8	Medium - 4
	Occasional: 3	High - 12	Serious - 9	Medium - 6	Low - 3
	Remote: 2	Serious - 8	Medium - 6	Medium - 4	Low - 2
	Improbable: 1	Medium - 4	Low - 3	Low - 2	Low - 1

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**Risk Assessment - SERIOUS 9**

## 10-Minute Exercise – Solutions (4)

A Sector 1 FOB has been shelled by hostile fire 4 times over the past 2 days. There has been no injury or loss of life but two trucks have been destroyed. Intelligence reports that hostile fire is expected to continue frequently over the next week with injuries and damage expected to UN personnel and equipment located in the FOB.

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### Stage 3

A Forward Operating Base within Sector 1 has been shelled by hostile fire four times over the past 2 days. There has been no injury or loss of life, but two trucks have been destroyed. Intelligence reports that hostile fire is expected to continue frequently over the next week with injuries and damage expected to UN personnel and equipment located in the FOB.

## Risk Analysis Matrix

		Severity			
		Catastrophic: 4	Critical: 3	Moderate: 2	Marginal: 1
Probability	Frequent: 5	High - 20	High - 15	High - 10	Medium - 5
	Probable: 4	High - 16	High - 12	Serious - 8	Medium - 4
	Occasional: 3	High - 12	Serious - 9	Medium - 6	Low - 3
	Remote: 2	Serious - 8	Medium - 6	Medium - 4	Low - 2
	Improbable: 1	Medium - 4	Low - 3	Low - 2	Low - 1

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**Risk Assessment – HIGH 20**

## Questions



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### Stage 3 – Confirmation

- 1. For a simple risk assessment matrix, what are 2 categories used that can assess and score a risk?**

Severity and Probability

- 2. What are the 4 risk categories?**

High, Serious, Medium and Low

## Coordination




- When conducting a logistics estimate, coordination is vital
- Regardless of level (sector, component, mission)
- Take place as soon as possible
- Continuous process
- Issues resolved at lowest level
- MSC involved if MSD resources required

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### Stage 4

#### Coordination

 When conducting a logistics estimate to determine the overall support concept or plan for a potential operation or task, proper and consistent coordination is vital. Regardless of the level that will be performing the task (contingent, sector, force/police, mission) coordination will need to take place as soon as possible and must be carried out until task completion.

For example, a sector task might include multiple contingents so inter-contingent logistics planning and discussions should take place and will involve the Sector HQ. Issues and concerns that cannot be resolved within the Sector including the MSD RAO as applicable will be elevated to the Force/Police Component HQ and potentially to the MSD as well.

Logistics issues involving MSD must be pushed to the Mission Support Centre for both planning and implementation. Thus, coordination must occur at all levels with a constant flow of information up and down and laterally through the respective chains of command.

## Interoperability - General

- Lends to success



- Must be prepared to work/perform alongside national contingents and different components
- Challenged by national caveats, SOPs and language

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### Stage 4

#### Interoperability

- 👉 As indicated every UN mission is different but the more successful ones will have a high degree of interoperability.

Similar to coordination, contingents must be prepared to work and perform alongside contingents from different MS, different components (civilian, military and police).

Interoperability will be challenged by national caveats and SOPs, communication and language barriers; however, these challenges must be overcome for mission success.



## Interoperability - Contingents



- National bias
- SUR variations
- Commanders and planners must engage to understand capabilities
- COE reimbursement framework
- T/PCC internal accounting and controls


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### Stage 4

#### Interoperability - Contingents

The most common barrier to interoperability is that planning officers, who are familiar with their own nation's capabilities, equipment and requirements, are of course not aware of the differences presented by other contingents.

This is made more complex by the UN SURs and the UN self-sustainment / COE framework, which sees units potentially deploying with quite different capability than they may otherwise deploy in a national context. This could range from having increased maintenance capacity, to having an IED detection capability to assist with road movement.

 For this reason, commanders and planners must engage to understand the specific capabilities of the contingents on the ground, by both reviewing MOUs (or summaries of the same) and engaging with units.

A second barrier to interoperability is that the COE framework can create a situation, which inhibits cooperation between contingents. This is because of the way that reimbursement is calculated, including reimbursement for loss or damage. Two units from the same T/PCC may be able to cooperate and share resources or equipment to achieve economy of effort. However, a commander from one T/PCC offering support to another T/PCC risks a situation where equipment for which she/he is personally responsible becomes damaged or lost, or consuming resources without reimbursement, and being

answerable to their T/PCC.

Beyond the COE framework, a T/PCC's internal accounting or control mechanisms may be the impediment.

## Interoperability – HQ

- Vital among the various HQ



- UN uses integration as a tool to improve interoperability
- Issues - embedded personnel under utilised or ignored
- Staff Officer – experience and technical required

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### Stage 4

#### Interoperability - HQ

In addition to interoperability between contingents, interoperability requires integration at the HQ level.



The UN has adopted integration as a tool to improve interoperability and the proper and effective placement of military and police staff officers within the Mission HQ and MSD must be the norm.

Major issues can arise when the uniformed personnel embedded into the Mission HQ or MSD or underutilised or ignored.

Similarly, employing a uniformed staff officer who is not a technical expert (aviation, medical, engineering, etc.) or lacks planning experience will have an adverse impact on interoperability.

## Gender - Mainstreaming



- Integrating gender equality perspective at all stages & levels of policies, programmes and projects
- Logistics Planning no different
- UN desires more uniformed personnel so best practice

What is the challenge for uniformed organizations?

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### Stage 4

#### Gender Mainstreaming

Gender mainstreaming within the UN means integrating a gender equality perspective at all stages and levels of policies, programmes and projects.



So, in terms of logistics planning for an operation, task or project, gender considerations must always be considered. For example, a contingent planning to send a company of male and female personnel to a Forward Operating Base for an extended period must consider accommodations, absolutions, toilets, lighting, medical supplies, etc.

The UN desires more uniformed female personnel so including gender considerations in all planning activities is essential.

## Gender – SCR 2438



- Increase participation of women in field missions
- Ensure safe, enabling and gender-sensitive working environment
- Provide adequate and appropriate infrastructure
- Implications for commanders and planners


What level is the UN inferring? Who is responsible for this?

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### Stage 4

**Security Council Resolution 2438** on Women and Peacekeeping calls upon Member States and the UN Secretariat to conduct a range of concrete actions in order to increase the participation of women in peacekeeping operations.

Amongst many other important actions, SCR 2438 explicitly calls upon Member States to continue to increase the numbers of women trained and subsequently deployed to peacekeeping missions. SC2438 calls on Member States and the UN Secretariat to ensure safe, enabling and gender-sensitive working environments for women in peacekeeping operations. Specifically, this includes both the UN and T/PCCs providing adequate and appropriate infrastructure and facilities for women in missions, such as (but not limited to) accommodation, sanitation, health care, protective equipment, specific needs and demands for security and privacy.

 The actions arising from SCR 2438 will have many implications for commanders, planners and logisticians. Firstly, for a nation has not previously deployed women to a mission, there may be aspects of logistic support that may not be intuitive, and planners should seek advice (whether from bilateral partners, or other planners within the mission, who have experience in deploying with women). Considerations might include (but are certainly not limited to) those listed on subsequent three slides.

## Gender – Considerations (1)



- Protective equipment sizes and models
- Medical support
- Welfare, health and personal supplies
- Accommodations

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### Stage 4

#### Gender Considerations

- Ensuring that stockholding of protective equipment includes appropriate sizes/models for female soldiers. For example, poorly fitting body armour and helmets are not merely inconvenient but may impede a qualified soldier or police officer from moving, climbing in and out of vehicles promptly, firing their weapon accurately, and can result in (avoidable) injury.
- Ensuring that medical support is capable of supporting women's health requirements, including medications, supplies, and experience in female health concerns. This includes ensuring that female peacekeepers are able to raise sensitive matters with appropriate privacy with a medical professional.
- Ensuring that welfare, health and personal supplies held are suitable and reasonably available for both women and men. Examples include personal hygiene supplies (such as toiletries), morale items (such as treats, personal care items, magazines, sporting equipment etc).
- Ensuring that accommodation considers issues of privacy / security for sleeping and ablutions while maintaining team cohesion. This may involve improving lighting to ablution buildings; ensuring doors are lockable; installing cubicles/privacy screens in ablutions. Planners should

balance the need for a unit to be able to operate together with privacy/dignity concerns, and should consider that, for example, placing all women (regardless of section/office/unit) in one building far away from their colleagues can be highly damaging to morale and unit management.

## Gender – Considerations (2)



- Ablutions appropriate in all locations
- Nations will have different norms
- Actively seek and rectify issues
- *Ensure female peacekeepers are employed appropriately*

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### Stage 4

#### Gender Considerations (2)

- Pro-actively ensuring that ablutions and accommodations on all bases including forward and temporary operating bases are appropriate for women.
- Respecting that different nations will have different norms with regard what constitutes privacy, security, and dignity, and negotiating these sensitively.
- Actively seeking to understand in mission if there are other logistic practices or considerations which may be degrading the security, dignity and/or effectiveness of women peacekeepers (however unintended) or conversely would encourage and enable women peacekeepers and continue to amend practices where found.
- Ensuring that female peacekeepers are employed in their area of expertise and not only permitted but enabled to perform their role. Gender mainstreaming is achieved by actively encouraging women into roles across the mission, including frontline roles (given appropriate qualifications and experience). Women should not be re-allocated to alternative roles (such as traditionally female roles), or restricted from performing their duties by virtue of their gender. It is a regular, and highly undesirable occurrence, that qualified professional female peacekeepers with valuable expertise have been limited in their duties by restrictions regarding leaving the base; such as by re-allocating them to 'staff' or 'HQ' positions.
- Negotiating ambiguity with care in instances where UN Policies have not yet been amended to reflect SCR 2438 (for example, accommodation standards are currently under consideration).



It is not difficult to plan for an inclusive, safe working environment, but it can take time to change infrastructure once built. For this reason, where possible, plans should anticipate the increased participation of women, even if women are not currently deployed in that location.

Military and Police peacekeepers deployed to UN missions deliver an essential capability under threat. They have accepted the risks that come with this responsibility. Peacekeepers of all genders deserve the respect, dignity and safety afforded by having appropriate logistic support.

## Gender – Considerations (3)



- Negotiate ambiguity where UN policies have not yet been amended
- Easier to plan but takes time to implement (ie. infrastructure changes)
- All peacekeepers deserve respect, dignity and safety

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### Stage 4

#### Gender Considerations (3)

- Negotiating ambiguity with care in instances where UN Policies have not yet been amended to reflect SCR 2438 (for example, accommodation standards are currently under consideration).




It is not difficult to plan for an inclusive, safe working environment, but it can take time to change infrastructure once built. For this reason, where possible, plans should anticipate the increased participation of women, even if women are not currently deployed in that location.

Military and Police peacekeepers deployed to UN missions deliver an essential capability under threat. They have accepted the risks that come with this responsibility. Peacekeepers of all genders deserve the respect, dignity and safety afforded by having appropriate logistic support.

## Questions



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 In these past two lessons the major concepts and the methodology that is used within the Logistics Estimate process, logistics and gender considerations in planning and the risk assessment matrix were discussed.

### Stage 4 – Confirmation

**In your own words, define the salient points regarding UN Security Council Resolution 2438 on Women and Peacekeeping.**

Calls upon Member States and the UN Secretariat to conduct a range of concrete actions in order to increase the participation of women in peacekeeping operations.

Calls on Member States and the UN Secretariat to ensure safe, enabling and gender-sensitive working environments for women in peacekeeping operations. Specifically, this includes both the UN and T/PCCs providing adequate and appropriate infrastructure and facilities for women in missions, such as (but not limited to) accommodation, sanitation, health care, protective equipment, specific needs and demands for security and privacy.

## Conduct a Logistics Estimate

<b>Aim</b> <ul style="list-style-type: none"><li>• Conduct a formal Logistics Estimate</li></ul>	<b>Deliverable(s)</b> <ul style="list-style-type: none"><li>• Discuss, analyse and produce a logistics estimate for Op BLUE HAMMER</li><li>• Answer all deliverables</li><li>• Backbrief the FC</li></ul>
<b>Time Allocation</b> <p><b>Discussion:</b> (Syndicate) 170 mins <b>Presentation:</b> (Plenary) 30 mins</p> <p><b>Total:</b> 200 minutes</p>	<b>Notes</b> <p><b>Given:</b></p> <ul style="list-style-type: none"><li>• Activity 3.2 Handout</li><li>• CARANA Map</li><li>• CARANA reference material</li></ul>

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## Learning Activity

### 3.2 – Conduct a Logistics Estimate

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#### RESOURCES

Syndicate Room

Laptop with projector

Whiteboard

Maps of CARANA

CARANA reference material

#### TIME

Suggested time 200 minutes:

170 minutes - discussion and preparation in syndicate

30 minutes - presentation in plenary

#### PREPARATION

At the end of the lesson, participants will assemble in their assigned syndicate rooms and prepare a presentation based on the scenario and deliverables listed below. The presentation will be delivered in plenary after 170 minutes.



#### NOTES TO INSTRUCTORS:

The aim of this activity is to reinforce the Logistics Estimate lesson and it will require the participants to conduct a formal logistics estimate required to formulate a support concept for an upcoming operation: Operation BLUE HAMMER. This activity will be compared to the CASEVAC activity where no lesson had been given on the logistics estimate process and to reinforce that deliberate and logical planning will aid in developing the logistics plan for any operation or task. The activity will only cover most functional aspects of logistics planning: maintenance, medical, supply and engineering, however planning for these aspects will be divided amongst the syndicates. The rationale is to provide progressive learning activities building up to an all-encompassing activity, Operation BLUE STEEL. Logistics functions of communications and transport will be added to the final activity, 3.4 or Op BLUE STEEL.

#### SCENARIO

Mission support planning is an on-going activity within a given UN Mission and involves careful consideration and interaction with various actors and organisations to be timely and effective. Concerning logistics planning within an integrated mission, the Mission Support Centre (MSC) is responsible for producing mission wide logistics plans that

provide the necessary support for on-going and future operations throughout the mission. Within the Force Headquarters the Force Commander (FC) has a continental staff (COS, U1, U2, U3, U4, U5, U6, U7, U8, U9 as well as other essential staff). In larger missions Sector Commanders will have a similar staff structure.



- The Sector 2 Commander is concerned with the increased level of violence in Sector 2 and has directed a more robust posture throughout the complete Area of Operations to deter violence.
- The Commander expects this operation to last for 14 days and has named it Op BLUE HAMMER.
- Unfortunately, the Sector 2 Headquarters located in SUROUN will not be able to provide the necessary command and control for this operation (expected to last 14 days) and the Sector 2 Commander directed that a Temporary Operating Base (TOB) be established near **FARON** located S of SUROUN.
- As most of the Sector 2 logistics units / elements are in SUROUN, the Sector G4 has identified that logistics elements must also deploy forward to the TOB to best support Op BLUE HAMMER. The TOB will include female soldiers.
- You are the Force U4 and as a solid staff officer you are planning two levels down and are concerned that the relatively new to mission and junior Sector 2 G4 will need your assistance in logistics planning. The Force COS is also concerned and fully supports your intentions and has asked for a Staff Brief after the initial planning with the Sector G4 occurs.
- Today's date is -----, and the TOB needs to be operational No Later Than (NLT) 1600 Hours on \_\_\_\_\_. The TOB will need to support a Company (+) in terms of size.

## Deliverables:

1. Complete a Logistics Estimate to include:
  - Time appreciation
  - Principles of logistics
  - Key considerations for sustainment
  - Mission Analysis (logistics planning factors or 5D(R), deductions (see note below for more amplification), risk analysis and support dependency matrix
2. To whom within MSD do you need to coordinate planning efforts and when should you meet?
3. To whom within the Force do you need to coordinate planning efforts and when should you meet?
4. Are there any general concerns that you need to consider (e.g. gender)?
5. Requests for Information (RFIs) greatly assist the planner to confirm or refute assumptions or deductions made. Prepare a list of logistics RFIs that you will wish to send to MSD and Sector HQ.
6. You will need to put your Deliverable 1 in the form of a power point presentation that will be briefed to the Force COS in 170 minutes. All other deliverables (2-5) will be discussed in syndicate.

Note: Given there are numerous logistics factors and issues to be considered each syndicate will be responsible for the following:

Syndicate 1 – Maintenance and Medical;

Syndicate 2 – Supply and Engineering; and

Syndicate 3 – Communications and Transport



## Lesson 3.3 Logistics Reconnaissance

1

**COURSE:** Operational Logistics

**MODULE:** 3.3 Describe a Logistics Reconnaissance

**DURATION:** 50 MINS

**LEARNING OBJECTIVES:**


1. Describe Peacekeeping-Intelligence
2. Describe logistics intelligence / logistics preparation of the mission area (LMPA)
3. List the steps to undertake to conduct a logistics reconnaissance
4. List the types of information that you have to collect by logistics function (checklist)
5. Describe the information that can be obtained prior to the physical reconnaissance (INTREPs, SITREPs, map, open source, e.g. weather)

**METHOD/APPROACH:** Interactive Lecture

**REFERENCES:** OPLOG Training Guide, 2019 Military Peacekeeping-Intelligence Handbook (MPKI HB) and the 2020 Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook (PKISR HB)

**TRAINING AIDS:** Laptop, LCD Projector and Screen

**TYPE OF LESSON:** Theory

 By the end of this lesson, the participant will become familiar with peacekeeping-intelligence, logistics intelligence, the logistics reconnaissance, logistics checklists that can be used in the conduct of a reconnaissance and where information can be obtained prior to conducting a reconnaissance.



## Review



2

Review Module 3.2:

**1. Define the 5D(R) factors utilised for logistics planners when completing a mission analysis.**

**For the requirements identified in the mission analysis, the logistics planner needs to determine a measure of predictability for the mission. This can be accomplished by applying the 5D(R) factors against the requirements.**


- Destination. Determines nature of the requirement in relation to the location of the mission.
- Demand. Determines the magnitude of the requirement in terms of forecast of consumption.
- Distance. Determines the shape of the LOC.
- Duration. Dictates the necessary robustness and need for investment in logistics support requirements in relation to the time.
- Dependency. Determine the type and quantity of units requiring logistic support.
- Risk. All the above factors (5D's) must always be assessed against a relative risk factor, which will determine the level of force protection required.

## Learning Objectives



- Peacekeeping-Intelligence
- Logistics intelligence / logistics preparation of the mission area (LMPA)
- Logistics reconnaissance
- Checklists
- Pre-reconnaissance information gathering

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 You will find that the subject matter presented within this lecture is not only applicable throughout this course but will serve you whenever you are called upon to participate in a reconnaissance within a United Nations Mission. Logistics staff officers and planners might be called upon to plan for and conduct a reconnaissance as part of developing a concept of support for an upcoming mission, operation, and task.

This Lesson will be conducted in 2 stages:

Stage 1

- Describe Peacekeeping-Intelligence
- Describe logistics intelligence / logistics preparation of the mission area (LMPA)

Stage 2

- List the steps to undertake a logistics reconnaissance
- List the types of information that you should collect by logistics function (checklist)
- Describe the information that can be obtained prior to the physical recce (INTREPs, SITREPs, map, open source, e.g.. weather)

## Peacekeeping-Intelligence



- Non-clandestine acquisition and processing of information by a mission
- Purpose – support a common operating picture to support and plan for operations
- Strict rules
- JMAC, Force and Police involved in process

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### Stage 1

#### Peacekeeping-Intelligence



Peacekeeping-Intelligence (as distinct from other Intelligence definitions outside the UN) is the non-clandestine acquisition and processing of information by a mission within a directed mission intelligence cycle to meet requirements for decision-making and to inform operations related to the safe and effective implementation of the Security Council mandate.

Its purpose is to support a common operating picture to support planning and operations. There are strict rules regarding the acquisition and management of peacekeeping-intelligence in UN missions, which may be more restrictive than the expectations of uniformed personnel (whether military or police).

Further, intelligence acquisition and management responsibilities are spread across several organisations across the mission, including the JMAC, and Force and Police Intelligence elements.

## Peacekeeping-Intelligence – Policy & Guidance




- 2019 Military Peacekeeping Intelligence Handbook
- 2020 Peacekeeping Intelligence, Surveillance and Reconnaissance Handbook
- Log Planner will have specific requirements
- Information valuable to HQ and units

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### Stage 1

#### Peacekeeping-Intelligence

Military Peacekeeping-Intelligence (MPKI) functions are covered in detail in the 2019 Military Peacekeeping-Intelligence Handbook (MPKI HB) and the 2020 Peacekeeping-Intelligence, Surveillance and Reconnaissance Staff Handbook (PKISR HB). Personnel seeking a detailed understanding of how to engage with the intelligence function to obtain essential Logistic Intelligence should first engage with this material.

 Beyond the intelligence requirements of the main effort of an operation, the logistic planner will have specific intelligence requirements, which must be met to achieve effective logistic support. Such intelligence requirements will be valuable not only at Force and Sector HQ, but also to the logistic planners in units, considering how to manage self-sustainment.

## Key Definitions



- Commander's Critical Information Requirements (CCIR)
- Priority Peacekeeping-Intelligence Requirement (PIR)
- Specific Peacekeeping-Intelligence Requirement (SIR)
- Essential Elements of Information (EEI)
- Request For Information (RFI)

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### Stage 1

#### Key Definitions

**Commander's Critical Information Requirement (CCIR).** A CCIR can be anything that the Force leadership determines as information that is required to allow them to make timely and effective decisions and are not necessarily limited to PKI related issues.

**Priority Peacekeeping-Intelligence Requirement (PIR).** The PIRs should be drawn primarily from the CCIRs but can also be derived from strategic guidance from Force leadership. The PIRs form the basis of acquisition and therefore sufficient time should be spent on ensuring they are well thought out and truly represent the needs of the Force.

**Specific Peacekeeping-Intelligence Requirement (SIR).** Each PIR in turn is broken down into several SIRs, which relate back to the PIR. The point of breaking them down is to allow the U2 to get to the point where the acquisition units can start to answer the PIRs. The SIRs are best structured thematically to support this process.

**Essential Elements of Information (EEI).** The EEI is the final step in the PIR relationship and are effectively the individual questions that will be assigned against the acquisition assets. The EEIs relate to the SIR, which in turn relate to the PIR.

**Request for Information (RFI).** The RFI process allows for any individual or entity in the Mission to ask a question that needs to be answered by the PKISR capabilities under the Mission's command and control.

## Logistics Intelligence




- Referred to Logistics Preparation of the Mission Area (LPMA)
- Conducted at the same time a HQ is conducting “Intelligence Preparation”
- Actions taken by logistics personnel to optimise the means of providing support

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### Stage 1

#### LPMA

 Logistics intelligence or the Logistics Preparation of the Mission Area (LPMA) - conducted at the same time as the HQ is conducting its “Intelligence Preparation” phase, is a key conceptual tool available to logistics planners in building a flexible, responsive mission support plan.

LPMA consists of the action taken by logistics personnel at all levels to optimise the means (mission structure, resources, strategic lift) of supporting the mission.

## LPMA Actions



- Identify and prepare depots and FOBs
  - Select and improve LOC
  - Forecast and position stocks forward
  - Identify available resources in Mission
  - Ensure access to resources
- ❖ Refines Logistics Estimate
  - ❖ Achieved through a recce

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### Stage 1

#### LPMA Actions



LPMA consists of the action taken by logistics personnel at all levels to optimise the means (mission structure, resources, strategic lift) of supporting the mission.

These actions include:

Identifying and preparing logistics depots and forward operating bases

Selecting and improving Lines of Communication (LOCs)

Forecasting and positioning mission stocks forward

Identifying resources currently available in the mission area for use by contingents

Ensuring access to resources in a timely manner

The LPMA refines the Logistics Estimate to allow logistics personnel to advise commanders on the most effective method of providing adequate and responsive support. The LPMA is achieved through reconnaissance of the mission area from a logistics support perspective.

## Logistics Intelligence




- Assists logistics organisations in making support plans
- Information gathering at all levels
- Pose questions such as:
  - ✓ State of Infrastructure?
  - ✓ Terrain conditions?
  - ✓ Utilities?
  - ✓ Health issues?

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### Stage 1

#### Logistics Intelligence

 Logistics intelligence is specific intelligence information that assists logistics organisations in making their plans. Information gathering will take place at all levels as well as between levels.

Certain questions, such as “What is the state of the area’s infrastructure?” can be partially answered even prior to a visit to the mission area. Weather and environmental assessments can occur. Other questions may include:

- “What is the terrain like in the mission area and will it affect plans positively or negatively?”
- “What is the utility grid (water and sewer systems) like?”
- “Will the mission be in a population centre or rural area?”
- “What are the predominant health issues?”

Potential distribution sights can be identified and marshalling areas for equipment, vehicles and existing medical facilities in the area can also be identified.



## Logistics Intelligence - Process




- Logistics planners must identify RFIs they need resolved
- RFIs will take time to action
- Need to specify critical due dates, boundaries and context

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### Stage 1

#### Logistics Intelligence - Process

 Logistic planners must identify any Requests for Information (RFI) that they need to get resolved through the use of intelligence capabilities. Any such request will take time to action, accordingly, care should be taken to provide any critical due dates, clear geographic boundaries, and to provide sufficient context to allow assets to gather the correct information needed.

## Logistics RFI (1)



- Condition of critical routes
- Condition of bridges
- Hostile threats on route
- Restricted areas
- Population Density
- Threats in area to be supported
- Local population activities, perceptions and behaviours
- Other UN activities in area

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### Stage 1

#### Logistics RFI (1)

Logistic RFIs might include:

- Condition of critical routes (MSR, SSRs, alternate routes)
- Condition of critical bridges or other crossing assets
- Hostile threats on route. This may include threats of damage to roads or infrastructure such as bridges or ports, IED threats on route and the nature of threat to the convoy/vehicles being used to deliver sustainment, which may require force protection
- Restricted areas (whether restricted by the host nation, or by local armed groups)
- Population density and makeup in region
- Threats assessed in the area to be supported (which may affect force protection or whether a civilian support contract will be viable.
- Local population activities in the area (e.g. certain routes or regions are used by the population). Perceptions/behaviours of local population (noting that sustainment activities often represent wealth)
- Other UN activities occurring in the area to be sustained. Of note the civilian population does not readily distinguish a humanitarian aid supply vehicle from a military supply vehicle when both are painted white with a large UN on the side.

## Logistics RFI (2)



- Shared resources and impact
- Flood risk
- Points and methods for in-loading personnel & materiel
- Existing infrastructure
- Water sources
- Transportation means & sources
- Medical risks
- Real-estate availability

❖ Not limited to Logistics application


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### Stage 1

#### Logistics RFI (2)

Logistic RFIs might include:

- Other population using shared resources (e.g. a water source), and impacts on use
- Drainage/ flooding risk of a particular location (route, temporary camp, equipment park)
- Possible points and methods for in-loading of personnel, stores and equipment (e.g. establishing a Temporary Operating Base)
- Any existing infrastructure which might be used) in a new location (given Host Nation permission, including local sources for provision of supplies, health facilities, etc).
- Sources of potable and non-potable water
- Transportation means and systems
- Medical risks
- Real estate available for placing support infrastructure (e.g. for temporary workshops, storage of supplies etc).

 Note that many Logistic RFIs may not be limited to logistic applications—nevertheless the wise planner ensures that any Logistic RFIs have been requested, regardless of an assumption that they may also be, for instance, CCIRs. There are several reasons for this, but a critical one is that while the commander may also have this information requirement, the logistician may need it at a different time, in a different level of detail, or for a different purpose.

## Logistics RFI – Words of Wisdom

**Always ensure that Logistic RFIs are specifically requested within the Force or Police intelligence acquisition process with the specific context, location and timeframe needed for logistic support – do not assume that the operational planner has understood the logistic implications.**

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### Stage 1

#### Logistics RFI

Always ensure that Logistic RFIs are specifically requested within the Force or Police intelligence acquisition process with the specific context, location and timeframe needed for logistic support – do not assume that the operational planner has fully understood the logistic implications.

## Questions



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### Stage 1 - Confirmation

#### **Describe the actions taken in the Logistics Preparation of the Mission Area.**

LPMA consists of the action taken by logistics personnel at all levels to optimise the means of supporting the mission (mission structure, resources, strategic lift)

These actions include:

- Identifying and preparing logistics depots and forward operating bases
- Selecting and improving Lines of Communications (LOCs)
- Forecasting and positioning mission stocks forward
- Identifying resources currently available in the mission area for use by contingents
- Ensuring access to resources in a timely manner

## Reconnaissance (Recce) - General




- Operations prepared to the last detail including logistics support
- Reconnaissance (recce) conducted as part of the estimate process
- Answer/confirm Who, What, Where, When and Why
- Steps: Pre, Conduct and Post

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### Stage 2

#### Recce - General

 It is an axiom that all military operations must be prepared to the last detail. This of course implies that the authority responsible for launching the operation has information well in time, regarding the aim, scope and the approximate date of launching such an operation.

This applies to UN military operations and in all cases the requisite logistics support needs to be well planned and analysed. Where a possible a reconnaissance must be conducted as part of the logistics estimate process (logistics preparation of the mission area).

A properly planned and executed Recce will answer/confirm the "Who", "What", "Where", "When" and "Why" questions in developing the support plan.

The 3 steps of a Recce are the pre-recce, the recce itself and the post recce

## Pre-Recce



- Gather known information from SITREPs, Intelligence Reports, maps, open source, technical surveys
- Prepare a relevant but detailed recce checklist

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### Stage 2

#### Pre-recce



Prior to the actual reconnaissance a significant amount of information can be determined from several sources such as Operational Situation Reports (SITREP), Intelligence Reports, maps, open source (e.g. weather conditions) and from Mission Technical Surveys. The Technical Surveys are usually very thorough and contain valuable logistics information across the Mission that can be confirmed during the actual recce.

An all-encompassing Logistics Reconnaissance Checklist for UN operations, which could be applied to any situation in any part of the world would be the ultimate tool; however, one checklist cannot possibly serve to determine the entire logistical requirements for every task or mission. The Operational Logistics Training Guide has a checklist, which is designed as a guide for staff officers tasked with undertaking a reconnaissance for deployment to a new area of operations within the mission. Personnel selected must use their initiative, common sense, and experience to include any areas that this checklist does not cover.

## Recce Checklist - Supply



Gather known information on:

- General
- Disposal / Hazardous waste
- Local Procurement / Labour
- Fuel
- Rations / Water
- Repair parts
- Defensive stores
- Tentage
- Storage / Material Handling

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### Stage 2

#### Recce Checklist – Supply

**General** - How many trucks can be stored/parked? What is the carrying capacity of trucks? What is the surface area (hardstand, grassy field, etc)? What is the availability of office areas? What is the status of the roads and their impact on movement of materiel and supplies?

**Disposal / Hazardous Waste** - Are there national/local regulations regarding the disposal of material?

**Local Procurement** - What is the method of contracting and procuring from the local economy? Are there any limitations, controls on access to the market? Does this vary for different types of supply or different parts of the mission? What currency is being used?

**Fuel** - What is the availability of petrol, propane, and miscellaneous fuel (transmission fluid, brake fluid, etc.)? What is the method of storage and dispensing?

**Rations / Water** - What types of fresh rations are available (meats, vegetables, fruit, fish, bread)? Hard rations? What types of storage including refrigeration and cooling are available? What is the purification capability (Reverse Osmosis Purification Unit) spare water, packaged or bulk water? Location of nearest bore? Does this pose a security problem? Timeframes required if new bore is needed? What are the feeding facilities?



**Repair Parts** - Storage capacity and national resupply procedures under a Wet Lease MOU. Are there local sources for replenishment? Are rates of usage known? Has Mission Essential Equipment been identified? Are high usage/mission essential parts held in sufficient stock?

**Sewage** - What are the disposal procedures for garbage, grey (cooking and cleaning) and black (human waste) water?

**Defensive Stores requirements** - Concertina / razor / barbed wire, 6' pickets, 2' pickets, sandbags corrugated steel availability?

**Tentage Requirements** - Amount, type (4-man, 10-man, etc.), source, special heaters storage?

**Contract Labour** - Cleaners, food services, laundry; Contingency if threat level changes and contract labour cannot support? Wages – how much, what currency and who will pay?

**Storage / Material Handling Equipment (MHE)** -Type (covered warehouse, open storage, shed, etc)? Are storage facilities heated, dry and waterproof? Is power and lighting available within storage facilities?  
Is security storage available for classified property? What is the availability of MHE (e.g. trucks, forklifts, pallet jacks, etc.)? Is MHE appropriate for the weight and dimensions of the load?

## Recce Checklist - Transport

Gather known information on:



- Equipment / Support available
- Resources
- Availability of personnel (labour)
- Routes

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### Stage 2

#### Recce Checklist – Transport

##### Equipment/support available:

What modes of transport are available (air, road, rail, water, other)?

What Material Handling Equipment (MHE) is available?

What types and cargo capacity of transport are available? This may be Host Nation support, Cross-contingent support, UN support (Civilian or Enabling units (transport or logistic units).

What are the spare parts requirements?

What are the driver license requirements?

What maps are available (road maps, tactical maps, etc.)?

##### Availability of personnel (labour)

##### Routes

Where are the locations of nodes of support?

What are the route clearance considerations including host nation restrictions?

Parking areas? Possible dumping and loading sites?

What are the seasonal concerns (rainy season, ice in mountains) and security measures required?

What is the condition of the existing Main Service Routes (MSRs), the respective

carrying capacity and classification of bridges and possible chokepoints?  
What are the possible locations for check points / roadblocks?  
What are possible alternative routes?

## Recce Checklist - Maintenance



Gather known information on:

- General
- Security
- Command and Control
- Facility capabilities
- Equipment and Tools
- Workshops
- Spare parts
- Vehicles
- Local supply

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### Stage 2

#### Recce Checklist – Maintenance

**General** - What are the frequency and types of operational tasks? What is the number of maintenance personnel required? What level of mobile activity can be expected? What repair and recovery capability does the UN and supporting forces have? Will the TCC have to provide maintenance to other foreign contingents in this mission (will be part of the MOU)? What is the cannibalisation policy? What environmental factors will affect equipment maintenance?

**Security** - What degree of security will be provided to detachments, Mobile Repair Teams (MRTs) and recovery?

**Command and Control** - What is the Command and Control relationship? What is the method of communications for detachments? Who controls the maintenance priorities? What level of maintenance liaison is proposed?

**Facility capabilities** - What is the overall capacity for the repair of electronic modules from electronic equipment, overhauls of electrical, mechanical equipment assemblies, general engineering fabrication, modifications, inspections, refrigeration, medical equipment maintenance and calibration?

**Equipment and Tools** - What is the availability of tools, test equipment and technical manuals?

**Maintenance Workshops** - Where is/are the workshop(s) located? Are there alternatives? Are there any suitable civilian workshops? Water availability? Sufficient power / electricity (capacity of supply)? Waste disposal procedures? Hard standing? Adequate entry, exist and circuit routes? Adequate area to hold repairable equipment? Adequate living and working accommodations? Where are equipment repair pools to be set up? Who controls and maintains? What is the system for authorising release from the pools? What is the back loading policy? What preservation methods are required? Is there welding - Argon Arc, Acetylene and adequate storage of all industrial gases? Refuelling? Lighting?

**Spare Parts** - What is the system of supply of repair parts for contingent owned and UN owned equipment and other foreign contingents? Where are the spare parts sourced? Where are the spare parts stored?

**Equipment** - What is the availability of repair and recovery vehicles, tow bars, cranes (6,000 -10,000 lbs) and forklift (6,000 lbs)?

**Local Supply** - Is there adequate supplies of steel, wood, nuts and bolts and fuel products? What is the method of contracting, procuring from the local market? Are there any limitations, controls on access to the market?

## Recce Checklist - Engineers

Gather known information on:



- Status of MSR
- Security / Escort
- Electricity
- Accommodations
- Water Supply
- Sewage / Garbage
- Defensive stores
- Vehicles / Equipment

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### Stage 2

#### Recce Checklist – Engineers

##### MSR

What is the status of the MSR and are there any mine clearance requirements?

##### Security / Escort

Will there be a requirement for additional security or an armed escort to assist with engineering tasks?

##### Electricity

Type of AC power is available, the specific voltage and number of cycles? What is the overall reliability of the electricity? What types and capacity of generators are available or required?

##### Accommodations

What is the availability for sleeping, feeding and work?

##### Water Supply

What is the overall quality of the water and its availability? Will there be a requirement for purification?

Will there be a requirement for water transportation and storage?

##### Sewage/Garbage

Is there a treatment plant? What are the disposal procedures for garbage, grey and black water and waste oil? What is the availability of dumpsters? What is the availability of contractors? Latrines and abolition areas?

##### Defensive Stores

What types and quantities of defensive stores are required and who will provide?

Vehicles and Equipment

What specialised equipment (bridge laying, demining), tractors, graders, bulldozers and Materiel Handling Equipment are required and are their sufficient spare parts?

## Recce Checklist - Medical

Gather known information on:



- Facilities
- Personnel
- Hospitals
- Ambulance
- Supplies
- Disease / Venomous animals
- Aero MEDEVAC

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### Stage 2

#### Recce Checklist – Medical

##### Medical Facilities

Where are they located and what is the lighting and power supply, heat and air conditioning, bed capacity, ventilation, water supply (hot and cold), toilet facilities, refrigeration, fly screens and storage capabilities?

##### Local Medical Personnel

Military  
Civilian

##### Local Hospital(s)

Name(s); Name of and phone number of management; Bed capacity; Staff specialists (general surgery; Internal medicine; orthopaedics; neurosurgery; anaesthesia; radiology; pathology; dermatology; tropical medicine); Laboratory; X-Ray; Dental facilities

##### Ambulance

Contingent resources, Mission resources or private company (contract)

##### Supplies

Storage (space, dry, cool, secure); Method of resupply (national, international, local); Labelling



Diseases and venomous animals

Are there known diseases and venomous animals in the Area of Operations and sufficient vaccines or antidotes available?

Aero MEDEVAC

What aviation resources are available?

Are stretchers compatible with these aircrafts? Is the refrigeration of medical supplies in transit insured? What are the requirements?

## Recce Checklist - Communications



Gather known information on:

- Telephones
- Internet
- Radios
- General

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### Stage 2

#### Recce Checklist - Communications

##### Telephones

Local provider, external provider, satellite, security of telephone communication

##### Internet

Provider

Security of Internet connection, speed and overall bandwidth

##### Radio

HF, VHF, UHF

Frequencies

Voice procedure SOPs

Radio Rebroadcast (RRB) capabilities

Mounted / Dismounted

Air-Ground-Air (include frequency of operation) interoperability

Secure network

##### General

What facilities exist for safeguarding classified material?

Storage of spare equipment

Electrical power (voltage, frequency)

## Recce - Conduct



- Normally logistics planners will be included on a recce with operational planners
- Detailed itinerary will be followed
- A proper recce will answer or confirm the logistics concerns on the checklist
- Leads to a recce report and contributes to support plan

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### Stage 2

#### Recce – Conduct

- 👉 Normally logistics planners will be included on a recce with operational planners. A detailed itinerary will be followed. A proper recce will answer or confirm the logistics concerns on the checklist. This leads to a recce report and contributes to a/the support plan.

## Post Recce




- Recce report will include suitability of logistics capabilities
- Include unresolved issues
- Assist in continued planning and development of concept of support / plan

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### Stage 2

#### Post Recce


 The recce report will include the overall suitability of logistics capabilities and should also include any unresolved issues encountered during the recce.

The recce report will assist in the continued planning and ultimately lead to a support concept of operations and plans.

## Questions



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 In this lesson, peacekeeping-intelligence, logistics intelligence, the logistics reconnaissance, logistics checklists were covered in detail.

### Stage 2 – Confirmation

**1. What will a properly planned and executed recce answer and confirm in general terms?**

A properly planned and executed Recce will answer/confirm the ...Who, What, Where, When and Why questions in developing the support plan.

**2. What are the 3 steps of a Recce?**

Pre-recce, the recce itself and post recce

## Plan a Log Recce

<b>Aim</b> <ul style="list-style-type: none"><li>Plan a Logistics Reconnaissance</li></ul>	<b>Deliverable(s)</b> <ul style="list-style-type: none"><li>Discuss, analyse and plan for a log recce</li><li>Answer all deliverables</li><li>Backbrief the RAO</li></ul>
<b>Time Allocation</b> <p><b>Discussion:</b> (Syndicate) 120 mins <b>Presentation:</b> (Plenary) 30 mins</p> <p><b>Total:</b> 150 minutes</p>	<b>Notes</b> <p><b>Given:</b></p> <ul style="list-style-type: none"><li>Activity 3.3 Handout</li><li>CARANA Map</li><li>CARANA reference material</li></ul>

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## Learning Activity

### 3.3 – Plan a Logistics Reconnaissance

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard  
Maps of CARANA  
CARANA reference material

#### TIME

Suggested time 150 minutes:  
120 minutes - discussion and preparation in syndicate  
30 minutes - presentation in plenary

#### PREPARATION

At the end of the lesson, participants will assemble in their assigned syndicate rooms and prepare a presentation based on the scenario and deliverables listed below. The presentation will be delivered in plenary after 120 minutes.



#### NOTES TO INSTRUCTORS:

The aim of this activity is to reinforce the Logistics Reconnaissance lesson and will require the participants to plan for a reconnaissance to confirm logistics requirements and capabilities for an upcoming task and part of the overall logistics estimate process. This learning activity will provide necessary planning skills development that will be greatly assist the participants for the final learning activity: Operation BLUE STEEL.

#### SCENARIO

As indicated, mission support planning is an on-going activity within a given UN Mission and involves careful consideration and interaction with various actors and organisations to be timely and effective. However, the situation on the ground can change very quickly and planning windows can be significantly shortened based on emergencies and unforeseen developments.



- You are a uniformed logistics planner working within the new Field Office located in SUROUN. 3 Hours ago, you have received an urgent plea for assistance from the United Nations High Commission for Refugees (UNHCR) that 10,000 Individually Displace Persons (IDPs) will be seeking shelter in the vicinity of **KARO** located N of SUROUN 72 hours from now. UNHCR indicated there were large groups of women and children among the IDPs and there have been instances of rape and abuse reported.
- Upon receiving the call for assistance, you immediately reached out to the Sector 2 HQ staff and were able to meet with them to conduct some “hot planning”. Unfortunately, Sector 2 cannot communicate with higher HQ as required for potential support and direction and guidance so Sector 2 working with the various UN Agencies: UNHCR, World Food Programme (WFP), Office for the Coordination Humanitarian Affairs (OCHA), Food and Agricultural Organisation (FAO), and UNICEF and several NGOs in the area must establish an IDP Camp within the next 72 hours. There are no IDPs present in KARO at present.
- From the meeting at Sector 2 you have a good understanding of their concept of operations, which includes the following:
  - NAMBATT will be responsible for establishing a parameter for the Camp
  - The Kenyan Engineers will work with the UN Agencies to build camp and provide potable water
  - The Sector 2 Formed Police Unit (FPU) will provide crowd control but have limited integral support
  - A Platoon of female officers and soldiers will be formed to deal with security requirements and concerns surrounding the reported rape and abuse



### Deliverables:

1. Prepare a list of logistics RFIs for the Sector HQ.
2. Prepare a list of logistics RFI for the FPU.
3. Prepare a list of logistics RFIs for the UN Agencies.
4. Conduct a pre-reconnaissance.
5. Prepare a reconnaissance checklist to cover the following logistics functions: general, supply, transport, maintenance, engineers, medical and communications.
6. Produce a reconnaissance plan and timeline.
7. **You will need to put your deliverables in the form of a power point presentation that will be briefed to the Regional Administrative Officer in 120 minutes.**



## Learning Activity

### 3.4 – Operation BLUE STEEL

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#### RESOURCES

Syndicate Room  
Laptop with projector  
Whiteboard  
Maps of CARANA  
CARANA reference material

#### TIME

Suggested time 550 minutes:  
500 minutes - discussion and preparation in syndicate  
50 minutes - presentation in plenary

#### PREPARATION

Syndicates will be divided into two planning groups, so only 2 x syndicate rooms are required. Participants will assemble in their assigned syndicate rooms and prepare a presentation based on the scenario and deliverables listed below. The presentation will be delivered in plenary after 500 minutes.

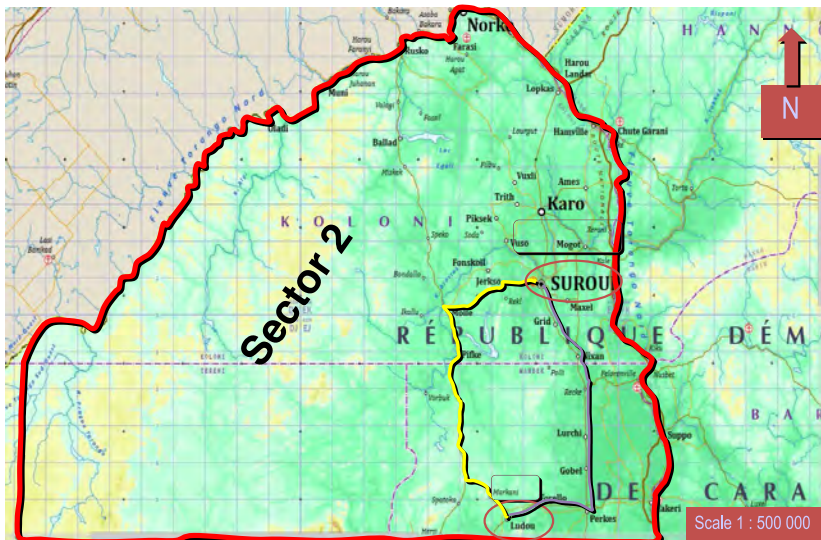


#### NOTES TO INSTRUCTORS:

The aim of this activity is to allow the two Planning Groups (A and B) to have considerable time to complete a deliberate planning activity. This activity will be referred to as Operation BLUE STEEL and will require the participants to utilise the knowledge and skills gained from previous lessons and learning activities. The Planning Groups must complete a time appreciation and build in appropriate time for detailed rehearsals. The instructors for Group A should take the final rehearsal for Group B and the instructors for Group B should take the final rehearsal from Group A.

#### SCENARIO

## MAP ORIENTATION



- The Force Commander (FC) has been receiving a lot of reports of increased IED strikes along the Main Supply Route (MSR) within Sector 2 and wants to increase counter IED operations and security as this MSR is vital to on-going mission operations. The FC has advised his U5, to begin planning for a TOB. The U5 has asked you as the Force U4 to participate in the planning process to cover all aspects of logistical support.
- From your conversations with the U5 you understand the following:
  - A Company from Sector 2 (NAMBATT) has been tasked for this upcoming task
  - The task has been named Operation BLUE STEEL and will be conducted over 3 distinct phases: Deployment, Sustainment and Redeployment.
  - A temporary TOB will be established at location LUDOU for a period of 120 days
  - The TOB must be operational within 14 days (today is \_\_\_\_\_)
  - Security and counter IED operations will take place on the MSR between location FORELLO to BEKS with the assistance from the Mission Engineer unit located in Galasi
  - The NAMBATT company will include 20 females
  - There are not suitable logistics resources within Sector 2 for establishing the TOB, particularly regarding engineering assets and sustainment operations will prove problematic for medical aspects especially regarding CASEVAC due to helicopter and crew availability
  - Upon the conclusion of Operation BLUE STEEL, 14 days have been allocated to close out the TOB and redeploy the troops and equipment

Today's date is \_\_\_\_\_ and the TOB needs to be operational No Later Than (NLT) 1600 Hours on \_\_\_\_\_. The TOB will need to support a Company (+) in terms of size and the security situation in this part of CARANA is considered high risk.

## Deliverables:

1. Complete a Logistics Estimate to include:
  - Time appreciation
  - Principles of logistics
  - Key considerations for sustainment
  - Mission Analysis (logistics planning factors or 5D(R), deductions for all logistics functions (supply, medical, maintenance, transport, and communications) and risk analysis
  - Dependency Support Matrix
2. What other organisations need to be contacted to assist in the planning?
3. Are there any specific planning concerns that you need to consider (e.g.. gender)?
4. Requests for Information (RFIs) greatly assist the planner to confirm or refute assumptions or deductions made. Prepare a list of logistics RFIs that you will wish to send and where will you send them?
5. Conduct a pre-reconnaissance.
6. Prepare a reconnaissance checklist to cover the following logistics functions: general, supply, transport, maintenance, engineers, medical and communications.
7. Produce a reconnaissance plan and timeline
8. You will need to put deliverable 1 in the form of a 15-minute power point presentation that will be briefed to the COS in 500 minutes. All other deliverables will be discussed in Syndicate (deliverables 2-7). The presentation must cover all logistics support planning considerations for all 3 phases of Operation BLUE STEEL (Deployment, Sustainment and Redeployment)