

REDEPLOYMENT FROM OPERATIONS (RFO)

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PROJECT OVERVIEW



Soil Remediation prior to redeploying from a Forward Operating Base

During the spring of 2012, a 'Food for Thought' Paper was distributed by Canada and the Netherlands that describes the Lessons Identified as a result of their redeployment of fighting forces from Afghanistan.

The NATO Logistics Committee, on behalf of the NATO Military Committee (MC), sponsored this report to assist ISAF Troop Contributing Nations (TCN) preparing to withdraw from Afghanistan. The need to share lessons from redeployment was discussed at the April 2012 meeting of the MC, where the Supreme Allied Commander Transformation (SACT) stated that he would task the JALLC to collect, collate and summarize lessons about redeployment.

This report summarizes the inputs from 24 nations and organizations that responded to the SACT letter inviting them to share their lessons from their experience relating to redeployment from national, NATO or other multinational operations.

MAIN FINDINGS AND RECOMMENDATIONS

The fourteen Lessons listed below are in narrative form in the report, grouped in three chapters:

Overarching Aspects of Redeployment

- Redeployment is an Operational Stage involving Logistics and Other Activities
- Content of Strategic Messaging
- Redeployment Doctrine

Planning for Redeployment

- Start the Planning Process for Redeployment Early
- Develop Clear Roles and Responsibilities
- Redeployment Requires Specific Skills and Knowledge
- The Need for Property Accountability and Inventory Control
- The Importance of Disposal of Property and Equipment
- The Need for Transit Agreements with Host Nation and Neighbouring Countries

Execution of Redeployment

- Execution and Timing of Redeployment
- Adjust the Force Structure for Redeployment
- The Availability of Material Handling Equipment (MHE) and Containers
- Providing Dedicated Redeployment Personnel Support to Troops in Theatre
- Maintain Flexibility in Lines of Communication



ISAF signals personnel preparing a camp network prior to redeployment





NATO
OTAN



MAIN FINDINGS AND RECOMMENDATIONS (CONT'D)

It is encouraging that the issues brought forth by the 14 lessons in this report are presently being addressed in redeployment planning. Additionally, many of these lessons are addressed in some way within existing NATO policies, doctrine and directives. This report strives to bring together multiple resources into a single document.

PROJECT EXECUTION

In order to collect, collate, and summarize lessons for this project, web based data proved to be the most expeditious means to exchange information within and outside of NATO circles and among the Comprehensive Approach community. JALLC websites proved essential to the team's success because of the ability to quickly and accurately disseminate and discuss concepts. Depending on the security classification of target audience, the existing JALLC NS and NU site formats were used to accelerate implementation of project websites, while JALLC representatives to ISAF leveraged the extant ISAF MS site to incorporate theatre lessons. The team collected 200 inputs and distilled these into 83 significant topics from which the 14 Lessons were collated for the report. The database allowed for the project team to track contributors, their references, and organize contributions by relevance to current operations, future operations, and/or doctrine. The websites are:

ISAF MS: <http://portal.hq.ms.isaf.nato.int/DCOSOPS/CJ3/TRG-LL/jallc/default.aspx>

NS: <http://workspace.jallc.nato.int/JALLC/Projects/RfO/default.aspx>

NU: <http://www.jallc.nato.int/activities/rfo.asp>

PROJECT TEAM

LTC GORDON HAGAR, CANADIAN ARMY

LTC Hagar has served at the JALLC as an Analyst since July 2011, has held command appointments at all previous ranks, and was promoted to his present rank 1 December 2012. He has deployed to Rwanda (1995), Bosnia (2000), and Afghanistan (2002 and 2011), and has enjoyed exchange postings and courses in the United States, United Kingdom, and elsewhere in Europe.

LTC MAREK PRZYMANOWSKI, POLISH AIR FORCE

LTC Marek Przymanowski has been an analyst officer at JALLC since August 2010. He has an air defence background in ground-based air defence systems such as SA-2/SA-3. He has occupied a number of positions from Fire Control Officer to Deputy Technical Commander of a GBAD squadron. He has Joint/NATO experience, working in CAOC-2 Kalkar as a GBAD planner from 2000-2003, Multinational Corp North-East and AOCC Exercise & Training Officer 2004-2006. He has served in Command and Reporting Centre in Poznan as COS, and before assignment to JALLC he worked in the Office of the Chief of General Staff Assistant for Air Force Affairs-Poland.

MAJ HAMERS, ROYAL NETHERLANDS ARMY

MAJ Hamers has served in the Royal Netherlands Army since 1988. As an Infantry Officer, he has deployed on various UN and NATO operations. He was posted as a military analyst to JALLC in June 2012.

MR PAULO DA SILVA, INFORMATION MANAGER

Mr. Da Silva is a retired Portuguese Navy NCO and graduate of its Electronics School, specializing in various CIS fields. He has been the Webmaster and Information Manager at JALLC for more than 10 years, overseeing the JALLC IM systems, supporting projects, and advising on IM&CIS tools. Mr. Da Silva has numerous academic credentials and is currently pursuing a Masters Degree in ISM.

MR ARTHUR SOSA, CIVILIAN ANALYST

Mr. Sosa has served as a senior analyst at the JALLC for nearly six years on projects concerning NATO operations in Kosovo and Afghanistan. He is a former US Army Officer with thirty years experience holding command at all attained ranks. Mr. Sosa graduated from the U.S. Army Senior Service College/War College; Command and General Staff College. He holds a Masters Degree in Education.



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All JALLC Reports, the LL Portal, and NATO LLDB Items may be found in their entirety under the *Products* section on the NS WAN:
<http://www.jallc.nato.int>

Non-classified reports and LLDB Items, Project FactSheets, the Joint Analysis Handbook and Lessons Learned Handbook can be found on JALLC's Internet site at the same [address](#).

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