

BRIEFING NOTE FOR THE DEPUTY MINISTER (DM)

VICE CHIEF OF DEFENCE STAFF GROUP BUNDLED HOSPITALITY SUBMISSION FOR CHANGE OF COMMAND CEREMONIES – ACTIVE POSTING SEASON (APS) 2016

ISSUE

1. DM approval is requested for the enclosed Change of Command (CoC) ceremonies. These events are planned to occur throughout 2016, at various locations across Canada, as detailed in the attached annexes. The total cost of this bundle is \$603,114.60 CAD with no other costs anticipated. We are requesting approval by 4 May 16 as the first CoC is the next day. All required submissions were not submitted before 15 Apr 16, which does not meet the required timeline for hospitality request submissions.

BACKGROUND

2. With the implementation of bundled request for common general theme events, this bundled request includes all requests from the Royal Canadian Navy, Royal Canadian Air Force, Canadian Army, Canadian Special Operations Forces Command, Chief Military Personnel, Canadian Forces Intelligence Command and the Vice Chief of Defence Staff. CoC Ceremonies are held to formally recognize the transfer of Command from the outgoing to the incoming Commanding Officer (CO). These ceremonies are considered an important tradition in the Canadian Armed Forces (CAF) and are essential to formally acknowledge the transfer of the Command in a public manner. The ceremony also serves to promote camaraderie and pride amongst members.

3. Events include the provision of hospitality, the attendance of spouses and accompanying persons. In addition to friends and family of the incoming and outgoing COs, it is common for local business, community and local government members to attend these events. Hospitality will be in the form of refreshments at a reception following each ceremony. All events are held at government facilities. No alcohol is included.

4. The majority of attendees at the events are from the local area. However, in some cases temporary duty costs have been incurred for the Reviewing Officer and accompanying senior staffs that are required to attend from outside the local area. Minimal temporary duty expenses will also be incurred for those residing outside the local area and are required to attend the CoC. There is no business class air fare.

DISCUSSION

5. The total estimated departmental cost for the bundled submission is \$613,114.60 CAD, inclusive of hospitality of \$111,984.72 CAD and corporate costs of \$491,129.88. A detailed breakdown of costs for each event is contained in the Annexes.

OPTION ANALYSIS

6. Video teleconference is not a viable option given the formal nature of the ceremonies and the traditional protocol involved in a CoC handover. Hospitality costs have been restricted to the

minimum for each event. All temporary duty has been estimated based on the most economical options and rations & quarters will be utilized wherever possible. Additionally, attendance from outside the local area has been restricted to ensure all costs are minimized.

CONFIRMATION

7. Wing Commanders, Base Commanders and COs have confirmed that the proposed expenditures for these events provide value for money and are the most economical options available for these events.

CONCLUSION

8. DM approval is required for a total departmental cost of \$603,114.60 CAD.

Prepared by: M. Porter, Sgt, VCDS Compt 3-2 (613) 992-1073

Reviewed by: J.A.R.Y. Chamberland, Cdr, VCDS Compt 3, (613) 995-3902

Responsible Director General: B.W.N. Santarpia, Cmdre, COS VCDS, (613) 992-6091

Responsible Group Principal: G. Thibault, LGen, VCDS, 992-6052

Date prepared: 18 Apr 16

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Commander

Commandant



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

3350-01 (J1 – RDIMS #403685)

19 May 2016

Distribution List

DESIGNATION OF COMMANDING OFFICERS –
OP IMPACT JOINT TASK FORCE - ROTO 3

References: A. CDS Order – Designation of Commanding Officers, 19 August 2013
 B. QR&O 101.07 – Training and Certification of Superior Commanders and
 Commanding Officers

1. I hereby designate the following officers to exercise the powers of a Commanding Officer in respect of all Canadian military, civilian and exchange personnel attached to their respective organizations within JTF-I for Op IMPACT.

Service Number	Rank / Name	Position	Date of POCT Qualification
		MLT HQ CO	28 February 2013
		LRP Det Comd	28 May 2015
		ATF-I DComd	26 November 2014
		JTFSC CO	31 May 2015
		ASIC CO	25 September 2015
		AAR Det Comd	24 April 2014

2. You are to develop and issue appropriate terms of reference to the above officers. All have met the training standard in accordance with reference B, and shall continue to meet the requirements during their designation as a Commanding Officer. This designation is effective upon transfer of command authority will be in effect until redeployment or until rescinded at my direction.

A handwritten signature in black ink, appearing to read "S.J. Bowes".

S.J. Bowes
Lieutenant-General

Distribution List (page 2)

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JTFSC Kuwait//CO

ATF-I HQ Kuwait//Comd

OSH Kuwait//CO

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Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

1000-1 (Comd/RDIMS #405611)

30 May 2016

Distribution List

**ACTING COMMANDER CANADIAN JOINT OPERATIONS COMMAND (CJOC) –
0800 HOURS 31 MAY TO
0800 HOURS 08 JUNE 2016**

Reference: QR&O 3.21 Command of Commands

1. During my absence on temporary duty travel, command of CJOC will be assumed by:

- a. Rear-Admiral P. Ellis, DComd CJOC from 0800 hours 31 May 2016 to 1600 hours 03 June 2016; and
- b. Brigadier-General J.B. Ploughman, COS Rdns CJOC from 1601 hours 03 June 2016 to 0800 hours 08 June 2016.

2. Documents released in my absence will carry the normal signature block with the exception of approval of financial expenditures.

3. Contact with the acting commander should be initiated at 613-945-2300 or through the CJOC Operations Centre Senior Watch Officer at 613-998-4136 during silent hours.

1000-1 (Cmdt/SGDDI No 40511)

Le 30 mai 2016

Liste de distribution

**COMMANDANT INTÉRIMAIRE DU COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA (COIC) –
08 H 00 31 MAI À 08 H 00 08 MAI 2016**

Référence : ORFC 3.21 Commandement d'un commandement

1. Pendant mon absence en voyage de service temporaire, le commandement du COIC sera assumé comme:

- a. Contre-amiral P. Ellis, CmdtA COIC de 08 h 00 le 31 mai 2016 jusqu'à 16 h 00 le 03 juin 2016; et
- b. Brigadier-général J.B. Ploughman, CEM Disp COIC de 16 h 01 le 03 juin 2016 jusqu'à 08 h 00 le 08 juin 2016.

2. Les documents publiés en mon absence porteront le bloc signature normal, sauf en ce qui concerne l'approbation des dépenses.

3. Le contact avec le commandant intérimaire devrait être initié au 613-945-2300 ou par le biais de l'officier senior de quart du Centre d'opérations du COIC au 613-998-4136 hors des heures normales de travail.

Le Lieutenant-général

S.J. Bowes
Lieutenant-General

Distribution List (page 2)

Liste de distribution (page 2)

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Distribution List

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CCM #:

RDIMS #: 412819

CSNI File Path/Chemin d'accès IRSC :

CJOC TRANSMITTAL SHEET

FEUILLE DE TRANSMISSION COIC

SUBJECT/ OBJET: Task Force Commander Designation Letter – OP CROCODILE

BRIEF DESCRIPTION OF ISSUE: TF Comd Designation Letter – OP IMPACT Roto 3

SUSPENSE DATE/ D'ÉCHÉANCE: 12 Sept 2016

ORIGINATOR/DEMANDEUR : J1 EXPED 2

Date	Name/Nom	Rank/Rang	Position/Poste	Local/Locale
12 Sept 16	J. Clark	Lt(N)	J1 Exped 1-2	2295
TO/A	REMARKS/REMARQUES			Date/Name (of person forwarding doc, not of receipt)
J1 Exped	Compile for COS SP			12 Sept 2016 Lt(N) Clark, J1 Date Name, Rank, Position
D/ J1	For review of file			12 Sep 16 [Signature] Name, Rank, Position
COS Sp	For review /recommended			13 Sep 16 [Signature] Name, Rank, Position
Comd CJOC	For review			Date Name, Rank, Position
CR	PA & distribute.			14 Sep 16 M. McPhee Sargent Date Name, Rank, Position
				Date Name, Rank, Position
				Date Name, Rank, Position
				Date Name, Rank, Position
Event Request: Required / Not Required				
Demand Évènement: Requis / Non Requis				
ADVISOR(S) CONSULTED/ CONSEILLER(S) CONSULTÉ(S)				
PLEASE SPECIFY NAME AND DATE AS APPLICABLE/ VEUILLER SPÉCIFIER LE NOM ET LA DATE AU BESOIN				
LEGAD				
EXTERNAL CONSULTATION/CONSULTATION EXTERNE				

After final signature, file returns to J1 for log out and processing

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Commander

Commandant



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

3350-1 (J1/RDIMS# 402942)

6 June 2016

Distribution List

**DESIGNATION OF COMMANDING
OFFICER – OPERATIONAL SUPPORT (OS)
HUB KUWAIT**

References: A. CDS Directive for the Establishment of Operational Support Hubs Amendment 1, dated 14 December 2011
B. CDS Order – Designation of Commanding Officers, 19 August 2013

1. I hereby designate LCol [redacted] to be the Commanding Officer of OS Hub Kuwait. This appointment is effective upon transfer of command authority and will remain in effect until redeployment or until rescinded at my direction. While executing your duties as a Commanding Officer under this designation, you are responsible to me in matters of discipline.

PROTÉGÉ A

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Commandant

3350-1 (J1/N° SGDDI 402942)

Le 6 juin 2016

Liste de distribution

**DÉSIGNATION DU COMMANDANT
D'UNITÉ – CENTRE DE SOUTIEN
OPÉRATIONNEL (CSO) KOWEÏT**

Références : A. Directive du CEMD sur l'établissement du Concept de plaque tournante de soutien opérationnel modification 1, en date du 14 décembre 2011
B. Ordre du CEMD – Désignation des commandants, 19 août 2013

1. Par la présente, je désigne le Lcol [redacted] comme commandant du CSO Koweït. Cette nomination entre en vigueur lors du transfert du pouvoir de commandement et demeurera en vigueur jusqu'au redéploiement ou jusqu'à ce qu'elle soit annulée à ma demande. Pendant que vous effectuerez vos tâches comme commandant d'unité en vertu de cette désignation, vous relèverez de moi pour toutes les questions liées à la discipline.

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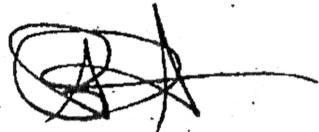
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2. Prior to your deployment, I will provide further guidance and direction to you concerning your responsibilities.

2. Avant votre déploiement, je vous fournirai des directives et de l'orientation additionnelles sur vos responsabilités.

Le lieutenant-général



S.J. Bowes
Lieutenant-General

Distribution List

Action

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JTF-I Comd

Liste de distribution

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Cmdt CSO Koweït

Information

CPM

Cmdt AC

COIC//CEM Sout/J1/J3/J8/LEGAD

Cmdt JTF-I

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Commander

Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

3350-Op IMPACT (J4 Mat/RDIMS# 406634)

July 2016

Assistant Deputy Minister (Materiel)

OP IMPACT GRATUITOUS TRANSFER REQUEST

1. To facilitate the movement of materiel associated with the recall of the CF-188 from Al-Jaber Air Base in Kuwait to Canada, CJOC requests your support to affect a materiel gratuitous transfer valued at \$247,599.92 of non-operational, surplus items. The Op IMPACT Task Force Comd has identified USAF as an eligible recipient in Kuwait who has expressed the intent to accept the materiel.
2. The enclosed documents support the materiel disposal and the preferred course of action is a materiel gratuitous transfer. The proposed materiel was vetted by CJOC J4 Materiel, and it was determined that the list contains no controlled goods. Note that the materiel identified is tied to existing infrastructure and this materiel disposal will avoid considerable remediation costs.
3. The Op IMPACT mission mandate will continue until further instruction, therefore I request your support to facilitate this materiel gratuitous transfer to meet the new requirements of the Task Force. Please contact Brigadier-General Kerry Horlock, Chief of Staff Support at 613-945-2266 should you have any questions. The CJOC staff lead is Major Marie-Josée Beaulieu who is also available should there be any questions of a technical nature (613-949-3639).

S.J. Bowes
Lieutenant-General

Enclosures: 6



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Canada A0638561_1-000010

3350-Op IMPACT (J4 Mat/RDIMS #406664)

BRIEFING NOTE FOR COMD CJOC

OP IMPACT MATERIEL DISPOSAL

ISSUE

1. Seeking Commander (Comd) CJOC endorsement for a materiel gratuitous transfer valued at \$247,599.92. Subject to Comd concurrence, request the letter at Flag A be signed and the gratuitous transfer package forwarded to the approving authority, Assistant Deputy Minister (Materiel).

BACKGROUND

2. Since GOC announced in February 2016 the return of the RCAF 6 x CF-188 and the closure of the Canadian Camp at Al Jaber Air Base in Kuwait, materiel has been identified either to be relocated to Ali Al Salem Air Base, to be returned to Canada or to be disposed of. The TF Comd requested the permission to pursue a Gratuitous Transfer of materiel to the United States Air Force (USAF) for the materiel identified in flag B. The TF Comd has the requisite Delegation of Authority (DOA) to declare this materiel surplus.

DISCUSSION

3. The CJOC J4 staff, on behalf of the TF Comd, has engaged the stakeholders involved in the disposal approval process to identify the status of the materiel. The proposed materiel has been vetted by CJOC J4 Mat and the TF Comd assessment that the materiel is not operationally required and may be declared surplus is fully supported. Furthermore, the item which is centrally managed (cable, fiber optic) underwent the same assessment and obtained the additional concurrence of the Life Cycle Materiel Manager (LCMM) and the Technical Authority (TA).

4. The three COAs under consideration for disposal include: Gratuitous Transfer, destruction and repatriation to Canada. Please note that sale at fair market value was also considered as a possible disposal option, however it was dismissed for a lack of competitive market.

	Pros	Cons	Authority
COA 1 – Gratuitous Transfer	Fulfils TF Comd intent Eligible Recipient Cost avoidance	N/A	ADM(Mat)
COA 2 – Destruction	Cost avoidance for shipping costs	Unspecified cost of destruction	TF Comd
COA 3 – Repatriation to Canada	N/A	Unspecified removal cost and shipping cost	Comd CJOC

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5. A preliminary analysis conducted by the Mission Closure recce team determined that the concrete pads x 2 and patio were immovable items which limited the disposal options. Additionally, the fiber optic cables, while technically removable, would no longer be serviceable. The overall assessment identified that the preferred COA was to proceed with the Gratuitous Transfer of the materiel (COA 1). The TF Comd has identified an eligible recipient in Kuwait, the USAF, who has expressed the intent to accept the materiel.

Additionally, the cost to return the materiel to Canada is estimated to be greater than the value of the equipment.

RECOMMENDATION

6. Comd CJOC endorsement of this disposal concept is required to proceed with obtaining ADM(Mat) approval to facilitate the gratuitous transfer of materiel. It is recommended that the materiel be declared surplus, that the COA of a Gratuitous Transfer be supported and the letter at Flag A be approved and forwarded to ADM(Mat).

Prepared by:	A.J.A. Lalancette, Capt, J4 Mat 3
Reviewed by:	M.J. Beaulieu, Maj, J4 Mat
Resp Branch Head:	S.A. Dewar, LCol, J4
Resp COS:	K.W. Horlock, BGen, COS Sp
Date prepared:	08 July 2016
RDIMS#:	406664

Flags:

Flag A – 3350-Op IMPACT (J4 Mat/RDIMS# 406634) Gratuitous Transfer Letter
Flag B – Op IMPACT Multiple Asset List



National Research Council
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Conseil national de recherches
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NRC-CNR

September 29th, 2016

Capt Robert Bernier
DLCSPM 4-5-1
National Defense Headquarters
Ottawa, Ontario
K1A 0K2

Capt Bernier,

Automotive and Surface Transportation of the National Research Council of Canada is pleased to provide you with the enclosed proposal for the **ASIC (All Source Intelligence Center) Shelter CFR 93766 Reconstitution AST Project # A1-010170**. This project will proceed upon formal approval by your organization, with the goal of completing the work by March 31st, 2017. The schedule detailed herein is based on your acceptance no later than November 4th, 2016.

The total estimated cost to complete the work on a time and material basis as detailed herein is **\$ 245,152.00**.

If you concur with the enclosed proposal and wish to go ahead with the work, please provide a faxed letter or e-mail of acceptance complete with a valid ten-digit Code complete with Line Number and Fund Centre. Please feel free to contact the Project Manager, Mr. Yves Noel at 613-998-9791, if you have any questions regarding the content of this proposal.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Michel Dumoulin".

Michel Dumoulin
General Manager
National Research Council Canada
Automotive and Surface Transportation

Canada

National Research Council
CanadaConseil national de recherches
Canada**NRC-CNRCC****References:**

- A. Email received from Capt Bernier Dated September 15th requesting cost estimate to perform electrical upgrades, structural repairs, reconstitute missing components and resolve EMI security issues with ASIC Shelter CFR 93766.

Summary and background:

As part of NRC CSTT Project A4024 a series of Qty 4 ISTAR ASIC (All Source Intelligence Centers) shelters were developed and fielded back in September 2009. Over the past 6 years each one of these shelters has received extensive upgrades and repairs in order to bring them to required Tempest standards.

Work Plan and Scope:

NRC-AST will proceed to:

- Repair damaged shell on Shelter CFR 93766
- Replace missing items as per top level Adapter Kit 543207-1
- Resolve EMI and security issues
- Install By-Pass switch Assembly
- Prep Shelter for shipment

General

Any documentation will be submitted in English only and any new drawings will be produced in DND format with DND drawing numbers.

Work outline

- Kick-off meeting to review schedule and work plan
- Confirm BoM and current TDP
- Provide for manufacture all parts and components required to upgrade ASIC Shelter CFR 93766
- Complete repairs on outside shield
- Acquire required parts and repair HVAC units
- Support DND activities to bring Shelter to Baseline Configuration
- Installation of UPS By-Pass Switch
- Tempest Testing Support
- Raise CFSS demands for any GSM
- Redline/update drawings as required
- Review changes with client on as per case basis
- Pack up shelter and prepare for shipment

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NRC-CNR

Final Deliveries and Closeout

- a. NRC-AST will complete all required repairs and electrical updates as per standard procedures.
- b. Qty 1 Upgraded ASIC Shelter (All Source Intelligence Shelter) CFR 93766
- c. No monetary provision has been set aside on this tasking to ship the shelter once completed. If required NRC-AST can assist and provide this service but cost associated with this effort will be captured under a change control document.
- d. Task closure letter.

Schedule:

A detailed schedule will follow out of the kick-off meeting after task acceptance to deliver the completed shelter no later than March 18th 2017.

Financials:

Cost estimate for work outlined in this proposal, excluding any applicable taxes, is shown in Table 1. This project will be conducted on a time-and-materials basis, based on NRC-AST's current understanding of the scope of work. Actual costs will reflect actual work undertaken.

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NRC-CNR

Assumptions:

1. This estimate is based on our present assessment of the technical work as described herein. The scope, schedule and deliverables in the current proposal will form, once approved, the basis of our agreement, regardless of what was described in the customer Statement of Work. Changes in the requirement or in the scope of work may result in changes in the overall cost and time of completion.
2. Invoicing will be done on a monthly basis for the full amount of work and expenses incurred since the last invoice. The Project Manager, with the approval of the customer Point of Contact, may extend or reduce that period based on the amount of work and expenses that took place since the last invoice.
3. Work done under this proposal is on a time and material basis without fixed limitation of expenditure.
4. Unless otherwise directed by the client, all left over materials procured for the express purpose of this requirement shall be disposed at the sole discretion of NRC-AST.
5. If overtime work is required, it will be explicitly approved by the customer. Overtime rates will be assessed at 1.5 times normal rate for weekday hours and 2.0 times normal rate for weekend and statutory holiday hours.
6. This proposal does not include costs associated with travel. Any travel required by NRC-AST personnel will be approved by DND and charged against the project.
7. In the event that NRC-AST effectively moves DND owned vehicles from one location to another for testing/design/integration purposes, it is well understood that DND will and is committing to hold NRC-AST and its employees (drivers or others) harmless from or to take proper insurances to protect NRC-AST and its employees from any consequences of accidents occurring on civilian roads. Accordingly proper documentation will be provided to NRC-AST drivers for those vehicle movements.
8. This proposal is valid until close of business November 4th 2016.

OPI Approval _____ Dated _____

Financial Approval _____ Dated _____

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Canada**NRC-CNR****Table 1: Cost estimation**

1-(a)Project Management, Material Planner, Logistics(FY 16-17)	
Project Management-Material Planner	\$23,100.00
Logistics-CFSS Transactions	\$9,900.00
Shipping Receiving	\$13,200.00
2- Project Definition	
Kick off meeting	\$1,560.00
Interconnect Diagrams ASIC Shelter	\$3,900.00
IK 543207-1 Validation	\$3,300.00
Dwg Updates	\$7,800.00
PDR Meting	\$1,320.00
3- IK's Integration	
Perform Shelter Audit against IK 543207-1	\$3,900.00
Repair 2 holes shelter enclosure damaged by forklift	\$2,600.00
Replace air inlet/outlet waveguide (EMI Issues)	\$5,200.00
HVAC Unit Repairs/Upgrades	\$5,200.00
Loading Ramps Replacement	\$1,040.00
Installation of Computers - Desk Equipment- Optic Cables	\$32,500.00
UPS By-pass Switch Installation	\$5,200.00
Cable Shop	\$6,500.00
4- Electrical and Tempest Testing	
EMI Testing Set-Up & Test Support	\$4,875.00
5-Materials	
Replace missing chairs	\$1,840.00
Base Leveling Kit (Air Rover)	\$1,020.05
EMI gaskets	\$285.20
Shredder	\$3,478.75
Cart Kit, Mobility, (air Rover)	\$2,651.90
Stowage Straps	\$632.50
ISTAR Stowage Module	\$26,596.05
Loading Ramps Replacement	\$1,220.15
Shelter Patch Kit	\$920.00
Jack Assy	\$2,760.00
20ft Duct kit (Air Rover)	\$1,194.85
UPS By-pass Switch Materials	\$3,220.00

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Canada**MRC-CRCC**

Ultralight Constant run Air Condition 62,000BTU, including 15KW of Heat, MIL STD 810F approved (Air Rover)	\$20,180.20
Monitor rack Mount PDR2095	\$906.20
Eco shield Paste	\$320.85
HVAC Frame Exterior	\$1,002.80
HVAC Frame Interior	\$353.05
EMI Vent	\$1,032.70
EMI Shield Strip	\$266.80
Multimode Optic Fiber Cables	\$2,530.00
VGA Video Extension Cables	\$1,720.40
DVI Cable	\$598.00
Qty 12 DMS TO DUAL DVI 59 PIN CABLE Qty 12	\$563.50
Qty 10 CABLE, PS/2 KEYBOARD, PS/2 MOUSE & DUAL DVI - I VIDEO - 15 FT	\$2,266.65
Qty 10 CABLE, PS/2 KEYBOARD, PS/2 MOUSE & VGA VIDEO - 30 FT	\$1,482.35
DMS TO DUAL DVI 59 PIN CABLE	\$713.00
DIGITAL VISUAL INTERFACE (DVI) CABLE, 6 FT	\$744.05
CUSTOM BAG, 22 L X 7 W X 2 D, OLIVE-DRAB GREEN	\$441.60
WALL MOUNT, FLAT PANEL, DUAL SWING ARM, 200 POUND CAPACITY	\$1,213.25
PRINTER, LASER JET, ALL-IN-ONE, COLOUR, MODEL No CM2320n	\$504.85
Qty 20 RATCHET TIE-DOWN STRAP WITH WIRE HOOKS, 2.00 2B WIDTH, POLYESTER, 144.0 MAX LENGTH, 3335 LBS RATING	\$1,305.25
UPS, ULTRA-COMPACT, 12 SURGEPROTECTED OUTLETS, USB PORT, 120V OUTPUT	\$1,194.85
WHITEBOARD, 24 X 36, MAGNETIC, DRY ERASE, WITH REMOVABLE PEN TRAY	\$378.35
POWER BAR, 1U, 8-OUTLET, RACK MOUNT, 120 VAC, 15 AMPS, 15 FT CORD	\$440.45
EEMAC4X EMERGENCY LIGHTING UNIT, MODEL No XB103	\$504.85
CABINET, HEAVY DUTY, 2-DRAWER, 36W X 21D X 21H, WITH LOCK, FRONT-TO-BACK HANGING BARS, FLOOR ANCHORING ANGLE, WHITE	\$2,193.05
Standard Media Converter Switches, 10-/100-Mbps Copper to 100-Mbps Fiber	\$10,515.60
APC Smart-UPS RT 8KVA RM 208V w/ 208V to 120V 2U Step-Down Transformer	\$7,481.90
Wire Electrical & Connectors	\$2,875.00
Decals & Labels	\$483.00
Hardware	\$575.00
Plating & Painting on manufactured items	\$3,450.00
Total	\$245,152.00

Canada

STATEMENT OF REQUIREMENT

CONSTRUCTION EQUIPMENT OPERATION IMPACT

W3162-15-F011

Annex A

Section 1.0 – Scope

1.1 Purpose

The purpose of this requirement is to obtain a set of glass panels FRP honeycomb paneling with some peripheral component. The requirement is to include delivery to Montreal, Canada.

1.2 Background

The CAF is in need to acquire a prefabricated wall system to set partitions to improve facilities in Kuwait.

This will give the Force Commander of Operation Impact, the ability to modify existing provisions in its facilities.

Section 2.0 – Requirements

2.1 Tasks

The Contractor must deliver the materiel to:

3 Canadian Support Units
Building #2 North
6769 Notre Dame East
Montreal, Quebec H1N 3R9 Canada

2.2 General Technical Requirements

The equipment must meet the following requirements:

- 2.2.1 Wall panels made of fiberglass reinforced plastic;
- 2.2.2 Durable, flexible building material and will not mold, mildew, rot or corrode;
- 2.2.3 Exhibit excellent resistance to mild chemicals and moisture;
- 2.2.4 Should have a good cleanability and abrasion resistance ;
- 2.2.5 Panels shall have a wear side with a pebble-like embossed finish;
- 2.2.6 Color shall be uniform throughout, as specified;
- 2.2.7 The backside shall be smooth;
- 2.2.8 Should meets USDA/FSIS requirements;
- 2.2.9 Must meets minimum requirements of major model building codes for class C interior wall and ceiling finishes of flame spread less than 200, smoke developed 450 or less when tested per ASTM E-84; and

2.2.10 All the parts must be compatible with each other.

2.4 Constraints

2.4.2 The Contractor is to handle all shipping of material being sent to the location state in para. 2.1.

2.4.3 CUSTOMS DUTIES INSTRUCTIONS

Customs duties MUST BE DONE by: Departments of National Defense (DND)

Canadian Material Support Group (Montreal Detachment)

Fax: 1-514-252-2892 Phone: 1-514-252-2777 Ext: 2877

Email: DCBSCUSTOMSMTLDET@FORCES.GC.CA

If applicable, send the North American Free Trade agreement (NAFTA)

Certificate of origin (CoO) to: Fax: 1-514-252-2892

2.5 CAF Responsibilities

Inspection and final acceptance at the destination mentioned in paragraph 2.1.

Section 3.0 – Deliverables

The Contractor must provide the supplies and equipment, as described in this Statement of Requirement, and must provide delivery.

BASIC PAYMENT**CONSTRUCTION EQUIPMENT**
OPERATION IMPACTW3162-15-F011**Annex B**

Item	Description	Unit of Issue	Quantity	Cost
001	White dimpled Fiberglass Reinforced Plastic wall paneling class C (.090" X 4' X 8' sheet) Plastique Renforcé de Fibre de Verre Classe C Embosse, blanc	Each	100	\$_____
002	Grey dimpled Fiberglass Reinforced Plastic wall paneling class C (.090" X 4' X 8' sheet) Plastique Renforcé de Fibre de Verre Classe C Embosse, Gris	Each	100	\$_____
003	Fiberglass Reinforced Plastic wall paneling joiner strips 8' (white)/ Plastique Renforcé de Fibre de Verre Barre de division 8' Blanc	Each	50	\$_____
004	Fiberglass Reinforced Plastic wall paneling outside corners 8' (white)/ Plastique Renforcé de Fibre de Verre coin extérieur 8' Blanc	Each	50	\$_____
005	Fiberglass Reinforced Plastic wall paneling inside corners 8' (white)/ Plastique Renforcé de Fibre de Verre coin intérieur 8' Blanc	Each	50	\$_____
006	Fiberglass Reinforced Plastic wall paneling joiner strips 10' (Beige)/ Plastique Renforcé de Fibre de Verre barres divisions 10' Beige	Each	50	\$_____
007	Fiberglass Reinforced Plastic wall paneling outside corners 10' (Beige)/ Plastique Renforcé de Fibre de Verre coin extérieur 10' Beige	Each	50	\$_____
008	Fiberglass Reinforced Plastic wall paneling inside corners 10' (Beige)/ Plastique Renforcé de Fibre de Verre coin intérieur 10' Beige	Each	50	\$_____
009	Fiberglass Reinforced Plastic wall paneling transition strips 8' (White)/ Plastique Renforcé de Fibre de Verre barres transition 8' Blanc	Each	100	\$_____

010	Fiberglass Reinforced Plastic adhesive (15 Li) Colle pour Plastique Renforcé de Fibre de Verre	Each	3	\$ _____
011	4" X 120' Grey rubberized baseboard / Plinthe de vinyle 4" X 120' Gris	Rouleau	9	\$ _____
012	4" X 120' Beige rubberized baseboard / Plinthe de vinyle 4" X 120' Beige	Rouleau	9	\$ _____
013	Interior wood door pre-hung right open, flat panel c/w wood door box. For 2-5/8" Drywall mounting. (36" X 80") / Porte intérieure pré-percer, ouverture vers la droite, écran plat c / avec boîte de porte en bois. Monté sur mur de 2-5/8" de gypse. (36" X 80")	Each	20	\$ _____
014	Exterior steel door (36" X 84") pre-hung, right open, slab door c/w steel door box, fire rating 90 minutes. For 3-1/2" Drywall mounting. / Porte acier extérieur pré-percé, ouverture vers la droite, avec cadre en acier, feu rétention 90 minutes. Monté sur mur de 3-1/2" de gypse. (36" X 84")	Each	20	\$ _____
015	Keyed interior door lock level set fit doors 1-3/8" to 2" / poignée de porte à levier avec serrure à clé pour porte de 1-3/8" à 2".  	Each	50	\$ _____
016	KABA Simplex combination door lock set model: # 1011-26-D-41 / Serrure de porte à combinaison KABA Simplex de modèle : # 1011-26-D-41	Each	20	\$ _____

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ANNEX S – MOVEMENTS

- References:
- A. CJOC Rotational Order OP IMPACT LoE 3 Roto 3/4 - Relief-in-place
 - B. B-GJ-005-404/FP-000 Joint Movement Support
 - C. A-LM-117-001/FP-001 Transportation of Dangerous Goods by Canadian Forces Aircraft
 - D. A-LM-158-004/AG-001 Transportation Manual (Vol 4) Movement of Materiel
 - E. Canadian Food Inspection Agency (CFIA) <http://www.inspection.gc.ca>
 - F. Canada Border Services Agency (CBSA) <https://www.cbsa-asfc.gc.ca/menu-eng.html>
 - G. DAOD 3029-1 Cleaning, Disinfection and Disinfestation of Vehicles, Military Equipment and Personal Goods Entering Canada and Leaving Areas Within Canada Regulated for Soil-Borne Plant Pests and Animal Diseases
 - H. CFAO 20-17 Canadian Customs Duty Exemptions – Personal and Household Effects
 - I. National Movement & Distribution System
http://nmdssc.mil.ca/NMDS/MOTD/all_sites.htm

1. **SITUATION**. The aim of this annex is to provide initial details for the conduct of the movements portion of the Relief in Place (RiP) between Op IMPACT Line of Effort (LoE) 3 Rotation (Roto) 3 and Roto 4. A separate Movements Order will be published at a later date.
2. **MISSION**. No change.
3. **EXECUTION**
 - a. **Constraint**. Control of strategic movement assets will be coordinated by CJOC HQ. Service Flights (SF) utilizing the CC-150 require a minimum of 75 passengers.
 - b. **Concept of Movement**
 - (1) The general concept of movement will be to maximize the use of Canadian Armed Forces (CAF) airlift assets for both the deployment and redeployment;
 - (2) Movement and the airflow will be based on the JTF-I RiP Plan, concentrating on the flow of inbound and outbound personnel while taking into consideration JTF-I's limitations (i.e. – RSOM, accommodations) and airlift capacities. Once approved by CJOC, there shall be no changes to the plan without CJOC and JTF-I concurrence;
 - (3) The RiP will be conducted using a combination of dedicated RiP flights, Commercial Air Lines (CAL), sustainment flights and

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sealift to move Roto 3 and Roto 4 personnel and equipment. Sustainment flights will be used to move high priority equipment and may be used to move personnel where practical;

- (4) All movement will be coordinated by CJOC J4 Mov with the assistance of the Roto 3 and Roto 4 Task Force Movement Officers (TFMOs) utilizing identified strategic and operational assets. All strategic movement in support of the operation, to and from the JOA, will be controlled by the CJOC HQ in coordination with other Level 1 and 2 headquarters and the assigned TFMOs; and
 - (5) Intra-theatre movement shall be provided by the Joint Task Force Support Component (JTFSC).
- c. Scheme of Manoeuvre. The strategic movement planning and execution will be conducted during the phases of the operation as detailed in the outline below.
- (1) Phase 1 – Mounting
 - (a) Roto 3 and 4 TFMOs and D/TFMOs are to be identified to CJOC HQ by the RCAF (PFG) and JTF-I;
 - (b) CJOC J4 Mov will initialize the identification and sourcing of strategic movement resources and requirements IAW the JTF-I RiP Plan;
 - (c) CJOC J4 Mov to coordinate and submit all Request for Effects (RFEs) for sustainment and dedicated RiP flights;
 - (d) PFG and JTF-I are to submit the finalized Task Force Movements Table (TFMT) through their applicable TFMOs to CJOC J4 Mov;
 - (e) PFG and JTF-I are to move personnel, materiel and equipment to the designated APOEs;
 - (f) CJOC J4 Mov will coordinate with the TFMOs for the movement of UAB by sealift via door-to-door contract;
 - (g) TFMOs are to book all pax through the National Passenger Service Centre (NPSC); and

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(h) CJOC J4 Mov will contract strategic assets as required.

(2) Phase 2 – RiP

(a) CJOC J4 Mov will coordinate and control all strategic movement through Strategic Lines of Communication (SLOCs) throughout the RiP;

(b) CJOC J4 Mov will establish the requisite movement contracts to support all modes of strategic redeployment; and

(c) PFG and JTF-I to move personnel, materiel and equipment to the designated APOEs IAW the approved RiP movement plan.

(3) Phase 3 – Redeployment

(a) CJOC J4 Mov will coordinate strategic redeployment of Roto 3 personnel and materiel with the Roto 3 TFMO; and

(b) CJOC J4 Mov will issue redeployment movement instructions and orders as required.

d. Groupings and Tasks. As per the reference A.

4. COORDINATING INSTRUCTIONS

a. Responsibilities

(1) CJOC J4 Mov. CJOC J4 Mov is responsible for planning the strategic movement and transportation of this exercise. CJOC J4 Mov will prepare the movement estimates and staff checks to determine the availability of strategic transportation. The provision of additional resources through the use of commercial carriers will be initiated to account for any identified operational movement and transportation shortfalls. CJOC J4 Mov will work with the TFMO who will produce the TFMT for the deploying units. CJOC J4 Mov is responsible for coordinating movement requirements between various agencies involved with deployment, sustainment and redeployment of this operation;

(2) Force Generators (FG). FGs are responsible for the transportation of their respective personnel and equipment to / from the POE/D.

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The mode of transportation will be dictated by the operational requirement and time required to deliver the requisite effect;

- (3) JTF-I. For redeployment of Roto 3, JTF-I is responsible for ensuring that members have travel arrangements organized back to their home units. The JTFSC will liaise directly with home units to organize travel for their pers from the airport of disembarkation (APOD) to the home unit;
- (4) CFJOSG. CFJOSG is responsible to provide operational level movement control (Mov Con) for all phases of the operation as tasked by CJOC HQ;
- (5) TFMO. A qualified TFMO will be appointed by the CA to support the planning and deployment of forces upon activation of this Operation Order. The TFMO is responsible to coordinate the planning and execution of all movement aspects for the deployment and redeployment of the Task Force; and
- (6) UEO. UEOs must be appointed by the FGs to link in with CJOC J4 Mov through the TFMO. The UEO is responsible to coordinate and plan all movement requirements as directed by the TFMO in support of the planning process on behalf of their component/unit. As individual LoEs are stood up, they will each require the designation of a Movements point of contact in order to coordinate their deployment into theater.

b. Air Movement Details

(1) Passenger Movement

- (a) IAW the flight timings, personnel will be processed through a DAG and will turn in accompanied baggage (AB) at designated locations. UEOs will assign a chalk commander, who will then designate a chalk 2IC and baggage party. Upon arrival at the APOD, personnel will conduct Reception Staging Onward Movement and Integration (RSOMI) activities IAW Op IMPACT direction;
- (b) Seat Allocation. Seat allocation will be controlled by the unit UEO and coordinated by the TFMO;

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- (c) CAL. Passengers requesting to fly via CAL will need to consult with their UEO and subsequently the TFMO to request approval from JTFSC J3. Once authorized, Orderly Rooms will contact JTFSC HQ Admin Clerk for a travel authorization number (TAN) IOT properly track personnel and finances. All passengers are to be booked on the same flight whenever possible to limit excessive travel. If this is not possible, the TFMO will be informed prior to bookings IOT best de-conflict possible issues.

(2) Baggage

- (a) Service Flight. Personnel travelling via SF are authorized 3 x pieces of accompanied baggage totaling no more than 150 lbs. Approved baggage is 1 x rucksack, 1 x issued green barrack box or small MOB box and 1 x kit bag plus one carry-on (not to exceed 22 x 16 x 9 inches) and one laptop bag (not to exceed 17 x 13 x 6 inches). The large brown MOB boxes are not authorized for use as accompanied baggage;
- (b) Additional Baggage (AB). Special entitlement for additional baggage, due to specific requirements related to mission support, may be considered on a case by case basis and will only be authorized by CJOC J3 through the TFMO;
- (c) CAL. Personnel travelling via CAL are authorized 3 x pieces of checked baggage. Personnel will be required to pay up front for all excess baggage costs incurred and provide receipts for reimbursement. Member will be individually responsible to pay out of pocket all fees which will exceed 3 pieces of checked luggage; and
- (d) UAB
- i. UAB will be restricted to a total of 65 kg placed in two pieces, normally barrack/MOB boxes or kit bag type containers are to be used. Substitutions in type of containers are permitted as long as the weight limitation is honored;

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- ii. UAB must be properly documented, packaged and inspected in accordance with current regulations and policy; and
- iii. UAB is to be turned over to the local Central Materiel Traffic Terminal (CMTT) by the member. UAB will be sent via door-to-door sealift contract to/from OSH Kuwait/Canada to/from Canada/OSH Kuwait or on mission sustainment flights on a "Space Available only" basis. UAB will not displace priority cargo required in support of the mission. Additional information and special instructions regarding the movement of UAB and handling will be published in the subsequent orders and will be provided to TFMOs and on NMDS for guidance to CMTT. Questions concerning the movement of UAB should be directed to CJOC J4 Mov.

c. Customs

- (1) Customs for goods moving to Kuwait. Instruction on customs requirements for the movement of equipment from Canada to Kuwait will be distributed separately as required; and
- (2) Customs for goods returning to Canada. Clearance through Canadian Customs Border Services Agency (CBSA) of materiel consigned to DND shall be the responsibility of DND Customs Brokers (DND CBs), supported where necessary by the appropriate technical authority (TA). Commercial customs brokers shall not be used by DND units unless authorized by CJOC/CMSG/J4 TN/Customs.
 - (a) All equipment returning to Canada must be coordinated, prior to shipping, through CMSG Customs and meet CBSA standards IAW references B, C and D. CBSA is exercising heightened inspections for shipments returning from southern regions. Ensure that all CFIA policies are followed to ensure that military materiel or conveyances are not held, or denied entry, at the border;
 - (b) All equipment will be manifested through NMDS and will have a completed WSBL and CCI. Documents will be

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presented to the coordinating DND customs office 48 business hours prior to arrival; and

- (c) CAF flights returning to Canada must have customs clearances coordinated prior to arrival. CFB Trenton arrivals will be customs cleared by 2 Air Mov Sqn, CFB Trenton. All other arrivals will be coordinated by CMSG Customs HQ Ottawa.

d. Dangerous Goods (DG) / Cargo / Weapons

- (1) DG is to be identified by FGs to the TFMO and strategic movement of DG must be coordinated with CJOC J4 Mov Ops;
- (2) Due to international overflight regulations, weapons and DG including ammunition, must be booked NLT 21 working days prior to departure with CJOC J4 Mov Ops and 1 Cdn Air Div HQ / DG Cell Winnipeg. Tactical movement of DG in the JOA is an JTF-I responsibility;
- (3) All DG will be processed and moved IAW guidelines at references A, E, F, G and H as required for and with full consideration of any specific requirements for in-transit shipping nodes; and
- (4) Weapons and ammunition shall only move via RCAF airlift unless otherwise approved and arranged by CJOC J3 via the TFMO.

e. Flight Bookings

- (1) RCAF. Bookings on service flights or contracted airlift will be made through the National Passenger Service Centre (NPSC) by the TFMO using movement authorization number obtained from CJOC J4 Mov Ops. Bookings and any necessary changes should be submitted at least two weeks in advance and NLT 48 hours prior to flight departure; and
- (2) CAL. Bookings are only to be made with the authorization of the CJOC J3 Desk Officer through the TFMO.

f. Freight. All freight will be documented for shipment by air and sea and manifested appropriately in NMDS.

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- g. In-transit Visibility (ITV). Materiel and equipment ITV will be provided using the NMDS (reference I). Specific NMDS instructions will be provided separately as required.
- h. Movement Nodes
 - (1) APOE/Ds. TBC
 - (2) SPOD/Es. TBC
- i. Movement Priorities. Priority of movement will be set by JTF-I in concert with the TFMO. Final authority lies with JTF-I.
- j. NMDS. TBC
- k. Op Necessity. Declaration of Op Necessity will be on a case by case basis and under the purview of Comd CJOC.
- l. RSOM. All RSOM to be coordinated by JTF-I and direction provided under a separate cover.
- m. Timings. Dates/times are subject to change without notice due to aircraft availability, airport operations, weather conditions, etc. Timings will be provided at a later date via airlift tasking messages and will be found on the CJOC J4 Mov Ops airflow forecast. Specific dates and times TBC and will be promulgated in the Op IMPACT R3/4 Movements Order.
- n. Traffic Technician (Tfc Tech) Support. For both the deployment, employment and redeployment phases, elements/units will be responsible to provide integral tfc tech support, including the preparation of equipment and documentation for movement according to the mode of transportation selected.
- o. Weapons. Weapon tracking is critical to avoid fines and customs issues when repatriating them back to Canada. Movement of weapons must comply to the following:
 - (1) All weapons will be booked through 1 Cdn Air Div AMD / DG Cell Winnipeg as per reference A;
 - (2) Serial numbers of the weapons must be recorded as the weapons are packed;

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- (3) Packing will be done using weapon bundles of similar types without bolts (barrels for pistols);
- (4) All weapons' serial numbers will be manifested on flight documentation;
- (5) All weapons will be confirmed receipted against the flight documentation;
- (6) Bolts (pistol barrels) will be shipped separately from the weapons; and
- (7) Home units will verify receipt of weapons against shipping documentation and TFMT.

5. SERVICE SUPPORT. No change from main document.6. COMMAND AND SIGNALa. Command and Control

- (1) General. FGs are responsible for the movement of their respective personnel, materiel and equipment to the APOE. CJOC J4 Mov is responsible for all strategic movement in support of an operation. Upon arrival in the Joint Operations Area (JOA), command will pass to the JTF Commander who will be responsible for the Reception, Staging, Onward Movement (RSOM) of the JTF;
- (2) Movement Coordination and Control. CJOC J4 Mov will provide operational movement coordination and control throughout all phases of this exercise. Movement elements along SLOCs may be deployed to provide movement control on behalf of the CJOC HQ as required. CJOC HQ retains command of all SLOCs during all phases of this operation; and
- (3) Reporting. Reports and returns will be produced by those performing Movement Control functions, including the TFMO, who will be tasked to provide CJOC J4 Mov Ops (+CJOC J4 Mov Ops or CJOC.MOVOPS-OPSMOUV.COIC@forces.gc.ca) upon notification of all arrivals, departures, customs coordination and unusual occurrences. Overall strategic movement and coordination will remain under the control of the CJOC HQ.

b. Points of Contact

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- (1) CJOC HQ
 - (a) J3 ME - 3, Maj Jason Van Dyk, 613-945-2364
 - (b) J4 Ops Exp, Maj Nathalie Boisvert, 613-945-2012
 - (c) J4 Mov Plans, Maj Ryan Polcar, 613-945-2037
 - (d) J4 Mov Ops, Maj Mario Pelletier, 613-945-2072
 - (e) J4 Mov Ops Duty Officer
 - i. Duty Cell: 613-325-3917
 - ii. CJOC.MOVOPS-OPSMOUV.COIC@forces.gc.ca
- (2) Op IMPACT Roto 3
 - (a) TFMO, TBC
 - (b) D/TFMO, TBC
- (3) Op IMPACT Roto 4
 - (a) TFMO, TBC
 - (b) D/TFMO, TBC
- (4) 1 Cdn Air Div HQ / DG Cell Winnipeg
 - (a) 204-833-2500 x2201 or x5352
 - (b) MOVWinnipeg@forces.gc.ca
- (5) National Passenger Service Centre
 - (a) 1-800-823-3857 or 1-800-487-1186 (after 1600 hrs)
 - (b) +NPSC@2 Air Mov Sqn@Trenton

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Revised 20 May 2016/Révisé 20 mai 2016

OS DET KUWAIT – KUWAIT (5006)
POSTAL INFORMATION

Postal information primary contact: Capt J.M. Stewart, CJOC J4 Post 2, (613) 945-2042. The secondary contact is CWO T.W. Miller, CJOC J4 Post 3 (613) 945-2041.

Reference: CANFORGEN 02/09 SJS 002/09
081418Z JAN 09

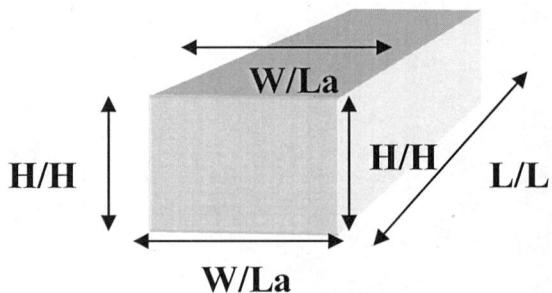
OFFICIAL AND PERSONAL MAIL TO THEATRE
FROM CANADAAddress

RANK INIT NAME
UNITÉ/SECTION
OS Det Kuwait
PO BOX 5006 STN FORCES
BELLEVILLE ON K8N 5W6

General guidelines for parcel preparation

Maximum weight is 20 kgs.

Size: Two conditions must be met regarding size: a. maximum length is one metre; and b. the maximum length plus girth is two meters (the definition of girth = width + height + width + height). In the following illustration, the parcel has the following dimensions: length = 1.0 m, width = 0.3 m, and height = 0.15 m. The parcel just meets the maximum size by the following calculation: $1.0 + 0.3 + 0.15 + 0.3 + 0.15 = \underline{1.9 \text{ m}}$.

Mail via Canada Post:

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SO DÉT KOWAIT (5006) – KOWAIT (5006)
INFORMATION POSTALE

Contact principal pour l'information postale : Capt Julien, J4 Poste (613) 945-2042.- Le deuxième point de contact est l'adjuc, Miller, COIC J4 Poste 3 (613) 945-2041.

Référence: CANFORGEN 002/09 SJS 002/09
081418Z JAN 09

COURRIER OFFICIEL ET PERSONNEL VERS
LE THÉÂTRE DEPUIS LE CANADAAdresse

GRADE, INITIALES, NOM
UNITÉ/SECTION
SO DET KOWAIT
CP 5006 SUCC FORCES
BELLEVILLE ON K8N 5W6

Lignes directrices générales pour la préparation des colis

La masse maximale est de 20 kg.

Dimensions : Il faut remplir deux conditions concernant les dimensions : a. la longueur maximale est d'un mètre; et b. le tour maximal plus la largeur est de deux mètres (la définition du tour = largeur + hauteur + largeur + hauteur). Dans l'illustration suivante, le colis possède les dimensions suivantes : longueur = 1,0 m, largeur = 0,3 m, et hauteur = 0,15 m. Le colis rencontre de justesse les dimensions maximales selon le calcul suivant : $1,0 + 0,3 + 0,15 + 0,3 + 0,15 = \underline{1,9 \text{ m}}$.

Courier via Poste Canada :

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Items may be mailed through any Canada Post outlet using the above address. Fees will vary depending on, size, weight and point of origin.

Letter - \$1.00

Parcels - for example, a 3 kgs parcel from most locations would cost approximately \$15.00.

Signature services such as Xpresspost and Priority with guaranteed next-day delivery provide for a faster delivery to the Belleville address, confirmation of delivery and the possibility to insure the content.

All parcels mailed via Canada Post require a Customs Declaration form that can be obtained from any Canada Post outlet.

Privately couriered items such as Purolator Courier or UPS are not acceptable by the CF Postal Service.

Les articles peuvent être envoyés par le biais de tous les comptoirs de Poste Canada en utilisant l'adresse indiquée ci-haut. Les frais peuvent varier selon les dimensions, la masse et le point d'origine.

Lettre - \$1.00

Colis – par exemple, un colis de 3 kg de la plupart des endroits coûterait environ 15,00\$.

Les services de signature tel que Xpresspost et le service Priorité avec livraison garantie de lendemain offre une livraison plus rapide à l'adresse de Belleville, une confirmation de livraison ainsi que la possibilité d'assurer le contenu.

Tous les colis envoyés via Poste Canada doivent avoir un formulaire de déclaration des douanes qui est disponible dans tous les comptoirs de Poste Canada.

Les articles envoyés par des services de courrier privés tel Purolator Courier ou UPS ne sont pas acceptés par les Services postaux des FC.

Via Morale Mail (Postage Free Service)

Most Bases across Canada offer the Morale Mail service to the family and friends of deployed CF members. Family and friends are encouraged to liaise with the Base Postal Clerks, rear party or local MFRC to determine whether this service is available in your area and if there are any local limitations to this service.

Preparation of Morale Mail parcels:

- a. All parcels are subject to inspection by Host Country Customs Officials, therefore, a detailed list of contents should be inscribed on the bottom left corner of all parcels. The list also expedites processing by the CF Postal Service should there be any

Via courrier de moral (affranchissement gratuit)

La plupart des bases au Canada offrent le service de courrier de moral aux familles et amis des membres déployés des FC. Les familles et amis sont encouragés à faire liaison avec les commis des services postaux des bases, avec les arrière-gardes ou avec les CRFM locaux pour déterminer si ce service est disponible dans votre région et s'il y a des limites locales imposées à ce service.

Préparation de colis pour courrier de moral :

- a. Tous les colis sont sujets à inspection par les officiels des douanes de la nation hôte et donc une liste du contenu doit se trouver au coin gauche inférieur de tous les colis. De plus, la liste accélère aussi le traitement par les Services postaux des FC s'il y a des

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security observations with the parcel.

b. Senders are encouraged to place their address and phone number on the top left corner of the parcel thus enabling the CF Postal Service to contact them should there be any security concerns with the parcel while en route to theatre or if the parcel is undeliverable in theatre. Should the parcel be undeliverable for any reason, there will be no way to consult the sender to obtain alternate delivery instructions. Without this information, it may be necessary to dispose of the item in theatre. An example of a parcel with complete addressing follows:

observations de sécurité avec le colis.

b. Les expéditeurs sont encouragés à indiquer leur adresse et numéro de téléphone dans le coin supérieur gauche du colis pour permettre aux Services postaux des FC de les contacter s'il y a des questions de sécurité à propos du colis envoyé pendant qu'il est en route vers le théâtre ou si le colis n'est pas livrable au théâtre. Si le colis ne peut être livré pour une raison quelconque, ce sera la seule façon de consulter l'expéditeur pour obtenir des instructions pour un moyen alternatif d'envoi. Sans cette information, il peut être nécessaire de détruire l'article dans le théâtre. Voici un exemple de colis avec les adresses complètes :

English version

Frome: Mrs Noname
1234 Canadian Forces Drive
Nowhere town ON Z2K 0K0
Phone: (613) 111-1111

TO:
MCPL J.R. NONAME
UNMO SECTOR 1
OS DET KUWAIT
PO BOX 5006 STN FORCES
BELLEVILLE ON K8N 5W6

Contents: Pyjamas, Compact Disks, Safety Razors, and Pictures

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Version française

De: Mme. Sansnom
1234 Canadian Forces Drive
Nulpart ON Z2K 0K0
Phone: (613) 111-1111

Contenu : Pyjamas, Disques compacts, Rasoirs de sécurité et photos.

À:

**CPLC J.R. SANSNOM
UNMO SECTOR 1
SO DÉT KOWAIT
CP 5006 SUCC FORCES
BELLEVILLE ON K8N 5W6**

- c. **Batteries** should be sent in the original packaging and not loose or in a device.
- d. The morale mail service should **not** be used if the addressee is due to return to Canada within four weeks of the mailing date.
- e. **Indemnity or expediency** – if either is a concern, it is strongly encouraged that the item be sent via Canada Post with an appropriate amount of insurance or with a service that has a faster delivery time such as Xpresspost or Priority with guarantee next day delivery.
- f. **Loss of personal property** - Morale Mail Service is not recommended for sending personal property or items of any significant value. For those items, customers are advised to use the Canada Post mail service and to purchase insurance. DND employees and CF members wishing to submit a claim for damage or loss pursuant to Defense Administrative Orders and Directives 7004-2 are to complete and submit the form according to the guidelines at DAOD 7004-2B and submit

c. Les **piles** devraient être expédiées dans l'emballage original et non libres dans le colis ou installées dans l'appareil.

d. Le service de courriel de moral ne devrait **pas** être employé si le destinataire doit revenir au Canada moins de quatre semaines après la date de l'envoi.

e. **La couverture pour perte ou dommage, ou la rapidité** – Si la couverture pour perte ou dommage, ou la rapidité est un facteur, il est conseillé de l'expédier au travers de Postes Canada en demandant une assurance appropriée ou un service de livraison plus rapide comme Xpresspost ou Priorité avec garantie de livraison le lendemain.

f. **Perte d'articles personnels** - Le service de courrier d'encouragement ne doit pas être utilisé pour envoyer des articles personnels de valeur. Pour ces articles, il faut avoir recours au service habituel de Postes Canada, et il est fortement recommandé de souscrire une assurance postale. Les employés du MDN et les membres des FC qui veulent présenter une réclamation pour dommages ou perte conformément aux Directives et ordonnances administratives de la Défense (DOAD)

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to their serving AJAG office.

g. Limitation of Liability - As this service is provided entirely by the Canadian Forces, no claim is to be raised against Canada Post Corporation. Except as specified at the "Loss of personal property" paragraph above, the Canadian Force Postal Service and the Department of National Defense shall not be responsible for any direct, indirect, general, special or consequential damages regardless of whether such damages result from the loss or mishandling, damage or delay in delivering of items mailed through Morale Mail service.

Charitable Donations/Humanitarian Aid

As per ref, the CF postal system is not a separate means of delivery, but a part of the overall supply chain. Generally there is no space available in the postal system for charitable goods. Accordingly, CF personnel, members of the public or organizations external to the CF should be advised and be made aware that the use of the CF Postal Service for the purpose of shipping charitable goods is not authorized.

Prohibitions. The Canada Post Guidelines regarding prohibitions to the Host Country will be followed. However, the following is a general list of prohibited items in the mail. Should there be any question regarding the acceptability of an item, please contact a member of the CF Postal Service to confirm suitability.

No article may be sent by mail if their nature or packaging may expose postal employees to hazards, or damage other items of mail.

7004-2 doivent remplir le formulaire approprié conformément à la DOAD 7004-2B et le faire parvenir au bureau de l'Assistant du Juge-avocat général (JAGA) concerné.

g. Limitation de la responsabilité

- Comme le service de courrier d'encouragement est offert entièrement par les Forces canadiennes, aucune réclamation ne doit être déposée contre Postes Canada. Sauf dans le cas mentionné au paragraphe ci-dessus, le service postal des FC et le MDN ne seront pas responsables des dommages directs, indirects, généraux, particuliers ou consécutifs, peu importe si ces dommages découlent de la perte des articles, d'une erreur de manipulation ou d'un retard dans la livraison par l'entremise du service de courrier d'encouragement.

Dons charitables/l'aide humanitaire

Tel qu'indiquer dans la Réf, le service postal des FC ne constitue pas un mode de livraison distinct, mais bien une composante de la chaîne d'approvisionnement. En général, il n'y a pas de place dans le service postal pour les articles de charité. Il faut donc informer les membres des FC, le grand public ou les organisations à l'extérieur des FC qu'il est interdit d'utiliser le service postal des FC pour expédier des articles de charité.

Interdictions. Les lignes directrices de Poste Canada concernant les articles interdits d'envoi vers le pays hôte seront observées exactement. Cependant, voici une liste générale des articles interdits d'envoi dans le courrier. S'il y a des questions concernant l'éligibilité d'un article, veuillez communiquer avec les Services postaux des FC pour obtenir confirmation.

Il est interdit de mettre à la poste des articles qui, par leur nature ou leur emballage, peuvent exposer les employés de la poste à des dangers ou endommager les autres envois postaux ou l'équipement des postes.

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Mailing the following items is strictly prohibited:

- Lithium batteries;
- alcohol, beer and wine;
- weapons, including replicas
- Knives;
- explosives, radioactive materials or ammunition;
- matches;
- flammable liquids or solids;
- compressed gas, aerosol cans (i.e. shaving cream, air fresheners, etc.);
- propane cigarette lighters;
- corrosive fluids
- obscene magazines or pictures;
- drugs;
- perishable items; and
- Replica or inert munitions.

KKUWAIT MAILING PROHIBITIONS

In addition to the above mentioned items, it is prohibited to send the following items to Iraq:

- alcoholic beverages even intended for diplomatic missions and public bodies
- alcoholized vanilla essence
- antiques
- any media displaying the female anatomy
- arms and ammunition
- articles of iron and steel

Il est absolument interdit de poster les articles suivants :

- Batteries au lithium;
- boissons alcoolisées, bière et vin;
- armes, y compris des répliques;
- les couteaux;
- produits explosifs, radioactifs ou munitions;
- allumettes;
- liquides ou solides inflammables;
- gaz comprimés, contenants aérosols (p. ex. crème à raser, assainisseurs d'air, etc.);
- briquets au propane;
- liquides corrosifs;
- articles obscènes ou immoraux;
- drogues;
- articles périssables ;
- Répliques de munitions ou munitions inertes.

PROHIBITIONS –COURRIER À DESTINATION DU KOWEÏT

En plus des articles énoncés ci-dessus, il est interdit d'envoyer les articles suivant en Koweït :

- animaux vivants; bovins, les perroquets, les perruches à collier, les pigeons et les oiseaux en provenance d'Irak.
- animaux sauvages, singes
- antiquités
- armes et munitions
- armes et pièces de recharge
- articles de fer et d'acier

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- live animals; bovine, collared parrots, budgerigars, pigeons and birds from Iraq.
- bullion and currency
- birds and eggs from Pakistan
- candy in the form or that looks like cigarettes
- cereals
- cheques, blanks
- cigarette advertising and materials with cigarette companies branding
- cement tubes
- clothes resembling military uniforms
- contraceptives
- dairy products from china
- items offensive to Kuwait Royal family, Kuwait politics, - habits or traditions
- invoices, blank
- ivory
- industrial wastes and hazardous
- imitation firearms
- items used for black magic, voodoo
- furs
- flour
- fresh, chilled or frozen pork
- grain samples
- goods incompatible with Islamic religion and beliefs
- goods bearing the slogan and flag of Israel
- jewellery, gold, precious metal, stones and silver (watches and articles of apparel or clothing containing these metals or stones) are prohibited inbound/outbound if valued over \$1000 USD
- articles offensants pour la famille royale du Koweït ou pour les politiques, les mœurs et les traditions du Koweït
- articles utilisés pour la magie noire, le vaudou
- blé et la farine de blé
- boissons alcoolisées, même destinés à des missions diplomatiques et des organismes publics
- boissons non alcoolisées avec goût et odeur comme de la bière.
- bonbons qui ressemble à des cigarettes
- bovins vivants et de toutes les viandes à partir du Royaume-Uni
- caoutchouc et articles
- cartes à jouer
- céréales
- chèques, vierges
- contraceptifs
- déchets industriels et dangereux
- échantillons de grains
- équipements magnétiques pour un usage personnel
- essence de vanille alcoolisée
- factures, vierge
- farine
- fourrures
- graines de coquelicot
- graisse de porc
- imitation d'armes à feu
- ivoire
- jouets, jeux, articles de sport

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- live cattle and all meat from the UK
- narcotics
- non-alcoholic beverages that taste and smell like beer.
- magnetic equipment for personal use
- micro film
- oil products
- perishable stones and metals
- pharmaceutical preparations
- playing cards
- poppy seeds
- pork fat
- powder
- prepared powders and explosives
- publications containing pro-Israelite, anti-Arab or anti-Islamic propaganda
- rubber and articles thereof
- religious publications, figures
- remote control vehicle
- spirits
- tobacco, manufactured tobacco of all sorts
- toys, games, sport requisites
- wild animals, monkeys
- wheat and wheat flour
- weapons, and parts of
- used tires.
- l'importation ou l'exportation des bijoux, de l'or, des métaux précieux, des pierres et de l'argent (de même que des montres et des articles de vêtement contenant ces métaux ou pierres) est interdite si la valeur de l'envoi est supérieur à 1 000 \$US.
- lingots et devises
- microfilm
- oiseaux et les oeufs en provenance du Pakistan
- pierres périssables et métaux
- pneus usagés
- porc frais, réfrigérés ou congelés
- poudre
- poudres préparées et explosives
- préparations pharmaceutiques
- produits laitier de la Chine
- produits incompatibles avec la religion et les croyances islamiques
- produits pétroliers
- produits portant le slogan et le drapeau d'Israël
- publications contenant de la propagande pro-israélienne, anti-arabe ou anti-islamique
- publications religieuses, figurines
- publicité sur la cigarette et produits avec les marques de compagnie de cigarette
- spiritueux
- stupéfiants
- tabac, tabacs manufacturés de toutes sortes
- tout média illustrant l'anatomie de la femme
- tubes de ciment
- véhicules téléguidés

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- vêtements ressemblant à des uniformes militaires.

OFFICIAL AND PERSONAL MAIL FROM THE THEATRE TO CANADA

Official Mail - The contingent is responsible to send official mail through all available means such as the US Forces postal service, local postal service or private courier.

Personal Mail - Private parcel mail to Canada is the responsibility of the individual member and may be sent via the US Forces postal service, local postal service or private courier. The same options are available for personal letters.

Morale letter mail service to Canada (Postage free) – The following guidelines are at the discretion of the Theatre to coordinate:

Official documents and personal letters (standard size) are to be consolidated and sent as one package once weekly via a courier company at mission expense to:

J4 POST
CJOC HQ
101 COLONEL BY DRIVE
OTTAWA ON, K1A 0K2
CANADA

Upon receipt by CJOC J4 Post, all personal letters will be franked with the "Free Mail Indicia" and mailed through Canada Post.

The return address should be as illustrated below.

COURRIER OFFICIEL ET PERSONNEL DEPUIS LE THÉÂTRE VERS LE CANADA

Courrier officiel – Le contingent est responsable d'envoyer le courrier officiel par tous les moyens disponibles tel le service postal des Forces américaines, le service postal local ou un service de messagerie privé.

Courrier personnel – Le courrier privé vers le Canada incombe à chaque individu et peut être envoyé via le service postal des Forces américaines, le service postal local ou un service de messagerie privé. Les mêmes options s'appliquent aux lettres personnelles.

Service de courrier de moral pour les lettres vers le Canada (franc de port) – Les lignes directrices suivantes sont à la discrétion du théâtre :

Les documents officiels et les lettres personnelles (dimension normale) doivent être rassemblés et envoyé en un seul groupe une fois par semaine via une compagnie de courrier aux frais de la mission à :

J4 POSTE
QG COIC
101 PROMENADE COLONEL BY
OTTAWA ON, K1A 0K2
CANADA

Sur réception par le COIC J4 Poste, toutes les lettres personnelles seront affranchies avec le tampon « Franc de port » et envoyé par courrier par l'entremise de Poste Canada.

L'adresse de retour devrait être tel qu'indiqué ci-dessous :

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English version

MAJOR MIKE SMITH
OS DET KUWAIT
PO BOX 5006 STN FORCES
BELLEVILLE ON K8N 5W6

MRS JULIE SMITH
PO BOX 1582
79 MAIN STREET
NOWHERE ON K0K 1H0

Version française

MAJOR MICHEL TREMBLAY
SO DÉT KOWAIT
CP 5006 SUCC FORCES
BELLEVILLE ON K8N 5W6

MME JULIE TREMBLAY
CP 1582
79 RUE PRINCIPALE
NULPART NB H0K 1H0

Sheets of paper enclosed	1 to 3 sheets of paper
Envelopes are not to exceed	9 1/2" x 4 1/4" or 240mm x 105 mm

The contents of the envelope will be confined to paper only and is not to include any "objects".

This service is for addresses in Canada only and not to be used for International addresses.

Feuillets de papier joints	1 à 3 feuilles de papier
Les enveloppes ne doivent pas dépasser	9 1/2" x 4 1/4" ou 240mm x 105 mm

Le contenu de l'enveloppe sera limité à du papier uniquement et ne doit pas inclure d'autres « objets. »

Ce service ne doit être employé que pour des adresses au Canada et non pour des adresses internationales.

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OP FOUNDATION / OP IMPACT QATAR (5301)**POSTAL INFORMATION**

Postal information primary contact: Capt J.M. Stewart, CJOC J4 Post 2, (613) 945-2042. The secondary contact is CWO T.W. Miller, CJOC J4 Post 3 - CWO, (613) 945-2041.

**Reference: CANFORGEN 02/09 SJS 002/09
081418Z JAN 09**

MAILING ADDRESS

FIRST NAME, LAST NAME
OP FOUNDATION or OP IMPACT (QATAR)
PO BOX **5301** STN FORCES
BELLEVILLE ON K8N 5W6

POSTAL SERVICE: Mail sent to individuals serving on OP FOUNDATION or OP IMPACT in Qatar consists of a one-way service from Canada to Theatre. Once received in Belleville, this mail is forwarded via Canada Post at DND's expenses to the serving American Forces Post Office (APO) in Qatar for distribution to the addressees. The cost of sending mail back to Canada through the APO is an individual responsibility. To prevent unnecessary cost to the Department, a nominal roll of CAF personnel serving in Theatre is required for confirmation as the CF Postal Unit (CFPU) ensures that only mail to personnel known to be or about to be in location will be forwarded. It is the Theatre's responsibility to provide updates to the nominal roll. If a parcel is received for someone not listed on the nominal roll, CFPU will e-mail Theatre for confirmation and will only forward the parcel with Theatre's concurrence. If Theatre advises the member is not there nor is expected, the parcel will be returned to sender.

**Opération FOUNDATION / Opération IMPACT
QATAR (5301)****INFORMATION POSTALE**

Contact principal pour l'information postale :
Capt J.M. Stewart, COIC J4 Poste 2, (613) 945-2042. Le deuxième point de contact est l'adjudic, T. W. Miller, COIC J4 Poste 3 adjudic (613) 945-2041.

**Référence: CANFORGEN 002/09 SJS 002/09
081418Z JAN 09**

ADRESSE POUR LE COURRIER

PRÉNOM ET NOM DE FAMILLE
OPÉRATION FOUNDATION OU IMPACT
(QATAR)
CP **5301** SUCC FORCES
BELLEVILLE ON K8N 5W6

SERVICE POSTAL: Le courrier envoyé aux individus servant au sein de l'Opération FOUNDATION ou IMPACT au Qatar consiste en un service à sens unique, depuis le Canada vers le théâtre. Lorsque reçu à Belleville, ce courrier est envoyé par l'entremise de Postes Canada aux frais du MDN au bureau de poste des Forces armées américaines (APO) au Qatar pour livraison aux destinataires. Les coûts pour l'envoi de courrier au Canada par l'entremise de l'APO est la responsabilité de chaque individu. Afin de prévenir tous couts non-nécessaires au Ministère, une liste nominative du personnel des FAC servant en théâtre est requise afin que l'unité du service postalé des Forces canadienne (USPFC) s'assure que seul le courrier pour les personnes qui sont ou seront sur place sera envoyé. C'est la responsabilité du théâtre de fournir des mises à jour concernant la liste nominative. Si un colis est reçu pour quelqu'un non identifié sur celle-ci, l'USPFC enverra un courriel au théâtre pour confirmation et ne le fera parvenir qu'avec l'accord de celui-ci. Si le théâtre indique que le membre n'y est pas ou n'y sera pas, le colis sera retourné à l'envoyeur.

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General guidelines for parcel preparation

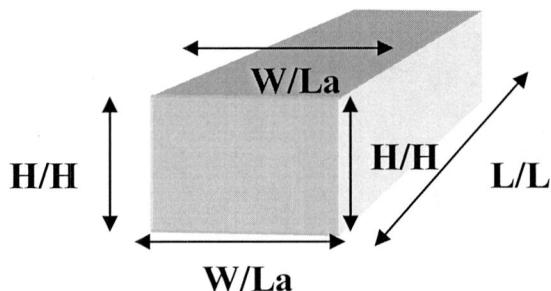
Maximum weight is 20 kgs.

Size: Two conditions must be met regarding size:
 a. maximum length is one metre; and b. the maximum length plus girth is two meters (the definition of girth = width + height + width + height). In the following illustration, the parcel has the following dimensions: length = 1.0 m, width = 0.3 m, and height = 0.15 m. The parcel just meets the maximum size by the following calculation: $1.0 + 0.3 + 0.15 + 0.3 + 0.15 = \underline{1.9 \text{ m}}$.

Lignes directrices générales pour la préparation des colis

La masse maximale est de 20 kg.

Dimensions : Il faut remplir deux conditions concernant les dimensions : a. la longueur maximale est d'un mètre; et b. le tour maximal plus la largeur est de deux mètres (la définition du tour = largeur + hauteur + largeur + hauteur). Dans l'illustration suivante, le colis possède les dimensions suivantes : longueur = 1,0 m, largeur = 0,3 m, et hauteur = 0,15 m. Le colis rencontre de justesse les dimensions maximales selon le calcul suivant : $1,0 + 0,3 + 0,15 + 0,3 + 0,15 = \underline{1,9 \text{ m}}$.

Mail via Canada Post:

Items may be mailed through any Canada Post outlet using the above address. Fees will vary depending on, size, weight and point of origin.

Letters - \$1.00

Parcels - for example, a 3 kgs parcel from most locations would cost approximately \$15.00.

As packages destined to our Missions in Qatar will be mailed again by DND to the APO address in the United States, a detailed list of contents and the value of each item must be indicated on the addressed side of each package.

Signature services such as Xpresspost and Priority to the Belleville address, provide confirmation of delivery and the possibility to insure the content.

Courier via Poste Canada :

Les articles peuvent être envoyés par le biais de tous les comptoirs de Poste Canada en utilisant l'adresse indiquée ci-haut. Les frais peuvent varier selon les dimensions, la masse et le point d'origine.

Lettre - \$1.00

Colis – par exemple, un colis de 3 kg de la plupart des endroits coûterait environ \$15,00.

Puisque les colis envoyés à nos missions au Qatar seront postés une nouvelle fois par le MDN à l'adresse de l'APO aux États-Unis, une liste détaillée du contenu ainsi que la valeur de chaque article doivent être inscrites sur le côté comportant l'adresse du colis.

Les services de signature tel que Xpresspost et le service Priorité offrent une livraison plus rapide à l'adresse de Belleville, une confirmation de livraison ainsi que la possibilité d'assurer le contenu.

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Via Morale Mail (Postage Free Service)

Most Bases across Canada offer the Morale Mail service to the family and friends of deployed CF members. Family and friends are encouraged to liaise with the Base Postal Clerks, rear party or local MFRC to determine whether this service is available in their area and if there are any local limitations to this service.

Preparation of Morale Mail parcels:

- a. Considering that all parcels received for OP FOUNDATION or OP IMPACT in Qatar will be upon receipt mailed to the United States, each package must bear a detailed list of contents with the cost of each article on the addressed side. This list will enable postal personnel to complete the required shipping label and facilitate the security screening process.
- b. Senders are encouraged to place their address and phone number on the top left corner of the parcel thus enabling the CF Postal Service to contact them should there be any security/safety concerns with the parcel.
- c. An example of a parcel with complete addressing follows:

Via courrier d'encouragement (affranchissement gratuit)

La plupart des bases au Canada offrent le service de courrier d'encouragement aux familles et amis des membres déployés des FC. Les familles et amis sont encouragés à contacter les commis des services postaux des bases, les arrière-gardes ou les CRFM locaux afin de déterminer si ce service est disponible dans leur région et s'il y a des limites locales imposées à ce service.

Préparation de colis pour courrier d'encouragement:

- a. Considérant que tous les colis reçus pour l'opération FOUNDATION ou IMPACT au Qatar seront postés de nouveau aux États-Unis, une liste détaillée du contenu ainsi que la valeur de chaque article doivent être inscrits sur le côté portant l'adresse du colis. Cette liste assistera le personnel postal lors de la complétion de l'étiquette d'envoi et facilitera le processus associé à la vérification de sécurité.
- b. Les expéditeurs sont encouragés à indiquer leur adresse et numéro de téléphone dans le coin supérieur gauche du colis pour permettre aux Services postaux des FC de les contacter s'il y a des questions associées à la sécurité.
- c. Voici un exemple de colis avec les adresses complètes :

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English version

From: Mrs. Noname
1234 Canadian Forces Drive
Nowheretown ON Z2K 0K0
Phone: (613) 111-1111

Contents: Pyjamas \$15,
Compact Disks \$10, Safety
Razors \$5, and Pictures \$0

TO:
ROBERT NONAME
OP FOUNDATION (QATAR)
PO BOX 5301 STN FORCES
BELLEVILLE ON K8N 5W6

Version française

De: Mme. Sansnom
1234 Rue Canadian Forces
Nulpart QC Z2K 0K0
Phone: (613) 111-1111

Contenu : Pyjamas\$15, Disques
compacts \$10, Rasoirs de
sécurité \$5 et photos \$0.

À:
ROBERT SANSNOM
Opération FOUNDATION (Qatar)
CP 5301 SUCC FORCES
BELLEVILLE ON K8N 5W6

d. **Batteries** should be sent in the original packaging and not loose or in a device.

e. The Morale Mail service should **not** be used if the addressee is due to return to Canada within four weeks of the mailing date.

f. **Tracking or expediency** – if either is a concern, it is strongly encouraged that the package be sent via Canada Post with a bar code and a faster

d. Les **piles** devraient être expédiées dans l'emballage original et non libres dans le colis ou installées dans l'appareil.

e. Le service de courriel de moral ne devrait **pas** être employé si le destinataire doit revenir au Canada moins de quatre semaines après la date de l'envoi.

f. **Le repérage ou la rapidité** – Si la possibilité de repérer ou la rapidité est un facteur, il est conseillé d'expédier le colis par l'entremise de Postes Canada

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delivery time such as Xpresspost or Priority.

g. **Loss of personal property** - Morale Mail service is not recommended for sending personal property or items of any significant value. For those items, customers are advised to use the Canada Post mail service and to purchase liability coverage. DND employees and CAF members wishing to submit a claim for damage or loss pursuant to Defense Administrative Orders and Directives 7004-2 are to complete and submit the form according to the guidelines at DAOD 7004-2B and submit to their serving AJAG office.

h. **Limitation of Liability** - As the Morale Mail service is provided entirely by the Canadian Armed Forces, no claim is to be raised against Canada Post Corporation. Except as specified at the "Loss of personal property" paragraph above, the Canadian Force Postal Service and the Department of National Defense shall not be responsible for any direct, indirect, general, special or consequential damages regardless of whether such damages result from the loss or mishandling, damage or delay in delivering of items mailed through the Morale Mail service.

Charitable Donations/Humanitarian Aid

As per ref, the CF Postal Service is not a separate means of delivery, but a part of the overall supply chain. Generally there is no space available in the postal system for charitable goods. Accordingly, CAF personnel, members of the public or organizations external to the CAF should be advised and be made aware that the use of the CF Postal Service for the purpose of shipping charitable goods is not authorized.

en utilisant un service avec code numérique ou une livraison plus rapide tel Xpresspost ou Priorité.

g. **Perte d'articles personnels** - Le courrier d'encouragement ne doit pas être utilisé pour envoyer des articles personnels de valeur. Pour ces articles, il faut avoir recours au service habituel de Postes Canada, et il est fortement recommandé de souscrire une assurance postale. Les employés du MDN et les membres des FAC qui veulent présenter une réclamation pour dommages ou perte conformément aux Directives et ordonnances administratives de la Défense (DOAD) 7004-2 doivent remplir le formulaire approprié conformément à la DOAD 7004-2B et le faire parvenir au bureau de l'Assistant du Juge-avocat général (JAGA) concerné.

h. **Limitation de la responsabilité** - Comme le service de courrier d'encouragement est offert entièrement par les Forces armées canadiennes, aucune réclamation ne doit être déposée contre Postes Canada. Sauf dans le cas mentionné au paragraphe ci-dessus, le service postal des FC et le MDN ne seront pas responsables des dommages directs, indirects, généraux, particuliers ou consécutifs, peu importe si ces dommages découlent de la perte des articles, d'une erreur de manipulation ou d'un retard dans la livraison par l'entremise du service de courrier d'encouragement.

Dons charitables/l'aide humanitaire

Tel qu'indiquer dans la Réf, le service postal des FC ne constitue pas un mode de livraison distinct, mais bien une composante de la chaîne d'approvisionnement. En général, il n'y a pas de place dans le service postal pour les articles de charité. Il faut donc informer les membres des FAC, le grand public ou les organisations à l'extérieur des FAC qu'il est interdit d'utiliser le service postal des FC pour expédier des articles de charité.

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Prohibitions. The Canada Post Guidelines regarding prohibitions to the Host Country will be followed. However, the following is a general list of items prohibited in the mail. Should there be any question regarding the acceptability of an item, please contact a member of the CF Postal Service to confirm suitability.

No article may be sent by mail if their nature or packaging may expose postal employees to hazards, or damage other items of mail and mailing equipment.

Mailing the following items is strictly prohibited:

- Lithium batteries;
- Alcohol, beer and wine;
- tobacco products, cigarettes and cigars ;
- weapons, including replicas;
- Knives and bladed items;
- explosives, radioactive materials or ammunition;
- matches;
- flammable liquids or solids;
- compressed gas, aerosol cans (i.e. shaving cream, air fresheners, etc.);
- butane cigarette lighters;
- corrosive fluids
- obscene magazines or pictures;
- drugs including narcotics; and
- perishable items.
- Replica or inert munitions

Interdictions. Les lignes directrices de Postes Canada concernant les articles interdits d'envoi vers le pays hôte seront observées. Cependant, voici une liste générale des articles interdits d'envoi dans le courrier. S'il y a des questions concernant l'éligibilité d'un article, veuillez communiquer avec les Services postaux des FC pour obtenir confirmation.

Il est interdit de mettre à la poste des articles qui, par leur nature ou leur emballage, peuvent exposer les employés de la poste à des dangers ou endommager les autres envois postaux ou l'équipement des postes.

Il est absolument interdit de poster les articles suivants :

- batteries au lithium ;
- boissons alcoolisées, bière et vin ;
- produits du tabac, cigarettes et cigares;
- armes, y compris les répliques;
- les couteaux et objets tranchants;
- produits explosifs, radioactifs ou munitions;
- allumettes;
- liquides ou solides inflammables;
- gaz comprimés, contenants aérosols (p. ex. crème à raser, assainisseurs d'air, etc.);
- briquets au butane;
- liquides corrosifs;
- articles or photos obscènes ou immorales;
- drogues y compris les stupéfiants; et
- articles périssables.
- Répliques de munitions ou munitions inertes

20 May 2016/ 20 mai 2016

QATAR MAILING RESTRICTIONS AND PROHIBITIONS

In addition to the above mentioned items, senders should determine import restrictions from the country's authorities before posting:

- animals and animal products ;
- measuring instruments;
- pharmaceuticals;and
- transmitter and receivers.
-

Additionally, it is prohibited to send the following items to Qatar:

- any item offensive to Muslim culture;
- clothing bearing the name of Allah or verses from the Koran;
- drugs, non-prescription;
- foodstuff that may exude liquids or oils;
- graphite products;
- greeting cards with musical chimes;
- liquids;
- military or similar clothing;
- mineral products;
- political printed matter of subversive nature;
- powder of any type;
- satellite;
- satellite parts;and
- tobacco promotional and advertisement materials;
- Ice, in any form
- Military or similar clothing

RESTRICTIONS ET PROHIBITIONS – COURRIER À DESTINATION DU QATAR

En plus des articles énoncés ci-dessus, l'envoyeur se doit de vérifier les restrictions d'importation auprès des autorités du pays de destination avant d'expédier les articles suivants :

- animaux et produits d'origine animale;
- instruments de mesure;
- produits pharmaceutiques;et
- émetteurs et récepteurs .

De plus, il est interdit d'envoyer les articles suivant au Qatar:

- tout article offensant pour la culture musulmane;
- vêtements arborant le nom d'Allah ou des versets du Coran;
- médicaments sans ordonnance;
- denrées alimentaires susceptibles de dégager des liquides ou des huiles;
- produits de graphite ;
- cartes de souhait musicales;
- liquids;
- uniformes militaires et vêtements similaires;
- produits minéraux ;
- imprimés politiques subversifs;
- poudre de tout type;
- pièces de satellite; et
- satellite ;
- matériel faisant la publicité ou la promotion du tabac ;
- glace, quelle qu'en soit la forme

20 May 2016/ 20 mai 2016

- uniformes militaires et vêtements similaires

OFFICIAL AND PERSONAL MAIL FROM THE THEATRE TO CANADA

Official Mail - The contingent is responsible to send official mail through other available means such as American Forces Post Office or private courier.

Personal Mail - Private parcel mail to Canada is the responsibility of the individual member and may be sent via the American Forces Post Office in Qatar or private courier. The same options are available for personal letters.

Morale letter mail service to Canada (Postage free) – The following guidelines are at the discretion of the Theatre to coordinate:

Official documents and personal letters (standard size) are to be consolidated and sent as one package once weekly via a courier company or American Forces Post Office at mission expense to:

J4 POST
CJOC HQ
101 COLONEL BY DRIVE
OTTAWA ON, K1A 0K2
CANADA

Upon receipt by CJOC J4 Post, all personal letters will be franked with the "Free Mail Indicia" and mailed through Canada Post.

The return address should be as illustrated below.

COURRIER OFFICIEL ET PERSONNEL DEPUIS LE THÉÂTRE VERS LE CANADA

Courrier officiel – Le contingent est responsable d'envoyer le courrier officiel par toutes autres moyens disponibles tel le bureau de poste des Forces armées américaines ou un service de messagerie privé.

Courrier personnel – Les colis personnels vers le Canada incombe à chaque individu et peuvent être envoyé via bureau de poste des Forces armées américaines ou un service de messagerie privé. Les mêmes options s'appliquent aux lettres personnelles.

Service de courrier d'encouragement pour les lettres vers le Canada (franc de port) – Les lignes directrices suivantes sont à la discréption du théâtre :

Les documents officiels et les lettres personnelles (dimension normale) doivent être rassemblés et envoyé en un seul groupe une fois par semaine par une service de messagerie privé ou bureau de poste des Forces armées américaines aux frais de la mission à :

J4 POSTE
QG COIC
101 PROMENADE COLONEL BY
OTTAWA ON, K1A 0K2
CANADA

Sur réception par le COIC J4 Poste, toutes les lettres personnelles seront affranchies avec le tampon « Franc de port » et envoyé par courrier par l'entremise de Poste Canada.

L'adresse de retour devrait être tel qu'indiqué ci-dessous :

20 May 2016/ 20 mai 2016

English version

MIKE SMITH
OP FOUNDATION QATAR
PO BOX 5301 STN FORCES
BELLEVILLE ON K8N 5W6

MRS JULIE SMITH
PO BOX 1582
79 MAIN STREET
NOWHERE ON K0K 1H0

Version française

MICHEL TREMBLAY
OP FOUNDATION QATAR
CP 5301 SUCC FORCES
BELLEVILLE ON K8N 5W6

MME JULIE TREMBLAY
CP 1582
79 RUE PRINCIPALE
NULPART NB H0K 1H0

Sheets of paper enclosed	1 to 3 sheets of paper
Envelopes are not to exceed	240 mm x 156mm x 5mm

The contents of the envelope will be confined to paper only and is not to include any "objects".

This service is for addresses in Canada only and not to be used for International addresses.

Feuillets de papier joints	1 à 3 feuilles de papier
Les enveloppes ne doivent pas dépasser	240mm x 105 mm x 5mm

Le contenu de l'enveloppe sera limité à du papier uniquement et ne doit pas inclure d'autres « objets. »

Ce service ne doit être employé que pour des adresses au Canada et non pour des adresses internationales.

9 Jan 2017/09 jan 2017

**OP IMPACT
LEBANON (5241)****POSTAL INFORMATION**

Postal information primary contact: Capt J.M. Stewart, CJOC J4 Post 2, (613) 945-2042. The secondary contact is CWO T.W. Miller, CJOC J4 Post 3 - CWO, (613) 945-2041.

**Reference: CANFORGEN 02/09 SJS 002/09
081418Z JAN 09**

MAILING ADDRESS

RANK, FIRST NAME, LAST NAME
OP IMPACT (LEBANON)
PO BOX **5241** STN FORCES
BELLEVILLE ON K8N 5W6

Note: The parcel service for this operation is a one-way service from Canada to Theatre. The Dept is not providing a parcel service from Theatre to Canada, therefore extra measures must be taken to ensure that parcels are not sent to the Theatre for personnel who are not there. It is the Theatre's responsibility to provide a list of all mission personnel served by this arrangement to the Operations Section, CF Postal Unit. The CF Postal Unit will follow the list when sending parcels to Theatre. If a parcel is received at the Unit for someone who is not on the list, the Unit will e-mail Theatre for confirmation and will only forward the parcel with Theatre's concurrence. If Theatre advises the member is not there nor is expected, the parcel will be returned to sender.

General guidelines for parcel preparation

Maximum weight is 20 kgs.

Size: Two conditions must be met regarding size:
a. maximum length is one metre; and b. the maximum length plus girth is two meters (the definition of girth = width + height + width + height). In the following illustration, the parcel has the following dimensions: length = 1.0 m,

**Opération IMPACT
LIBAN (5241)****INFORMATION POSTALE**

Contact principal pour l'information postale : Capt J.M. Stewart, COIC J4 Poste 2, (613) 945-2042. Le deuxième point de contact est l'adjud, T. W. Miller, COIC J4 Poste 3 adjud (613) 945-2041.

**Référence: CANFORGEN 002/09 SJS 002/09
081418Z JAN 09**

ADRESSE POUR LE COURRIER

GRADE, PRÉNOM ET NOM DE FAMILLE
OPÉRATION IMPACT (LIBAN)
CP **5241** SUCC FORCES
BELLEVILLE ON K8N 5W6

Nota : Le service de colis pour cette opération est à sens unique, depuis le Canada vers le théâtre. Le ministère ne fourni pas de service de colis depuis le théâtre vers le Canada et donc des mesures supplémentaires doivent être prises pour s'assurer que les colis ne sont pas envoyés vers le théâtre pour du personnel qui ne s'y trouve pas. Le théâtre doit fournir une liste de tous les membres de la mission desservis par cet arrangement à la Section des opérations, Unités des Services postaux des FC. L'Unité du Service postal des FC (UPFC) suivra la liste lorsqu'elle enverra des colis dans le théâtre. Si un colis est reçu à l'unité pour une personne qui n'est pas sur la liste, l'unité enverra un courriel au théâtre pour confirmer le nom et n'enverra le colis qu'avec l'accord du théâtre. Si le théâtre indique que le membre n'est plus là ou n'est pas attendu, le colis sera retourné à l'expéditeur.

Lignes directrices générales pour la préparation des colis

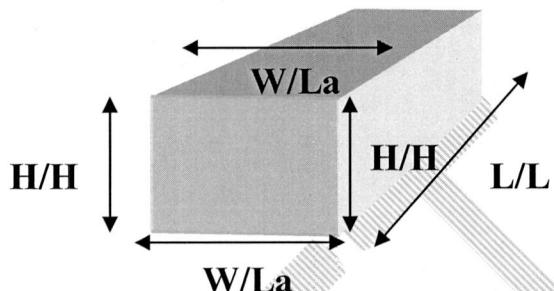
La masse maximale est de 20 kg.

Dimensions : Il faut remplir deux conditions concernant les dimensions : a. la longueur maximale est d'un mètre; et b. le tour maximal plus la largeur est de deux mètres (la définition du tour = largeur + hauteur + largeur + hauteur). Dans l'illustration suivante, le colis possède les

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width = 0.3 m, and height = 0.15 m. The parcel just meets the maximum size by the following calculation: $1.0 + 0.3 + 0.15 + 0.3 + 0.15 = \underline{1.9 \text{ m}}$.

dimensions suivantes : longueur = 1,0 m, largeur = 0,3 m, et hauteur = 0,15 m. Le colis rencontre de justesse les dimensions maximales selon le calcul suivant : $1,0 + 0,3 + 0,15 + 0,3 + 0,15 = \underline{1,9 \text{ m}}$.



Mail via Canada Post:

Items may be mailed through any Canada Post outlet using the above address. Fees will vary depending on, size, weight and point of origin.

Letters - \$1.00

Parcels - for example, a 3 kgs parcel from most locations would cost approximately \$15.00.

As packages destined to Op IMPACT in Lebanon will be mailed again by DND to the APO address in the United States, a detailed list of content and the associated value must be indicated on the addressing face of each package.

Signature services such as Xpresspost and Priority provide a quick delivery to the Belleville address, a confirmation of delivery and the possibility to insure the content

Via Morale Mail (Postage Free Service)

Most Bases across Canada offer the Morale Mail service to the family and friends of deployed CF members. Family and friends are encouraged to liaise with the Base Postal Clerks, rear party or local MFRC to determine whether this service is available in their area and if there are any local limitations to this service.

Courier via Poste Canada :

Les articles peuvent être envoyés par le biais de tous les comptoirs de Postes Canada en utilisant l'adresse indiquée ci-haut. Les frais peuvent varier selon les dimensions, la masse et le point d'origine.

Lettre - \$1.00

Colis – par exemple, un colis de 3 kg de la plupart des endroits coûterait environ \$15.00.

Puisque les colis envoyés à l'opération IMPACT en Liban seront postés une nouvelle fois par le MDN à l'adresse de l' APO au États-Unis, une liste détaillée du contenu ainsi que la valeur de chaque articles doivent être inscrite sur le côté portant l'adresse du colis.

Les services de signature tel que Xpresspost et Priorité offrent une livraison plus rapide à l'adresse de Belleville, une confirmation de livraison ainsi que la possibilité d'assurer le contenu.

Via courrier d'encouragement (affranchissement gratuit)

La plupart des bases au Canada offrent le service de courrier d'encouragement aux familles et amis des membres déployés des FAC. Les familles et amis sont encouragés à contacter les commis des services postaux des bases, les arrière-gardes ou avec les CRFM locaux pour déterminer si ce service est disponible dans leur région et s'il y a des limites

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For all Mail Parcels:

- a. All parcels are subject to inspection by Host Country Customs officials, therefore, a detailed list of contents including quantity, weight (if known), values and overall package weight must be inscribed on the bottom left corner of all parcels. The list also expedites processing by the CF Postal Service should there be any security observations with the parcel.
- b. Senders are encouraged to place their address and phone number on the top left corner of the parcel thus enabling the CF Postal Service to contact them should there be any security concerns with the parcel.

An example of a parcel with complete addressing follows:

English version

From: Mrs. Noname
1234 Canadian Forces Drive
Nowheretown ON Z2K 0K0
Phone: (613) 111-1111

Contents: Pyjamas \$15,
Compact Disks \$10, Safety
Razors \$5, and Pictures \$0

TO:
CPL ROBERT NONAME
OP IMPACT (LEBANON)
PO BOX 5241 STN FORCES
BELLEVILLE ON K8N 5W6

locales imposées à ce service.

Préparation de tous les colis :

- a. Tous les colis sont assujettis à une inspection par les autorités douanières de la nation hôte. Par conséquent, il faut ajouter au coin inférieur gauche de tous les colis une liste détaillée du contenu, y compris la quantité d'articles, le poids du contenu (si connu), la valeur du contenu et le poids global du colis. De plus, la liste accélère aussi le traitement par les Services postaux des FC s'il y a des observations de sécurité avec le colis.
- b. Les expéditeurs sont encouragés à indiquer leur adresse et numéro de téléphone dans le coin supérieur gauche du colis pour permettre aux Services postaux des FC de les contacter s'il y a des questions de sécurité à propos du colis.
- c. Voici un exemple de colis avec les adresses complètes :

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Version française

De: Mme. Sansnom
1234 Rue Canadian Forces
Nulpurt QC Z2K 0K0
Phone: (613) 111-1111

Contenu : Pyjamas \$15, Disques compacts\$10, Rasoirs de sécurité \$5 et photos\$0.

À:

**CPL ROBERT SANSNOM
Operation IMPACT (LIBAN)
CP 5241 SUCC FORCES
BELLEVILLE ON K8N 5W6**

- d. **Batteries** should be sent in the original packaging and not loose or in a device.
- e. The Morale Mail service should **not** be used if the addressee is due to return to Canada within four weeks of the mailing date.
- f. **Tracking or expediency** – if either is a concern; it is strongly encouraged that the package be sent via a Canada Post service with a bar code and a faster delivery time such as Xpresspost or Priority.
- g. **Loss of personal property** - Morale Mail service is not recommended for sending personal property or items of any significant value. For those items, customers are advised to use the Canada Post mail service and to purchase insurance. DND employees and CAF members wishing to submit a claim for damage or loss pursuant to Defense Administrative Orders and Directives 7004-2 are to complete and submit the form according to the guidelines at DAOD 7004-2B and submit to their serving AJAG office.

d. Les **piles** devraient être expédiées dans l'emballage original et non libres dans le colis ou installées dans l'appareil.

e. Le service de courriel de moral ne devrait **pas** être employé si le destinataire doit revenir au Canada moins de quatre semaines après la date de l'envoi.

f. **Le repérage ou la rapidité** – Si la possibilité de repérer ou la rapidité est un facteur, il est conseillé d'expédier le colis par l'entremise de Postes Canada en utilisant un service avec code numérique ou une livraison plus rapide tel Xpresspost ou Priorité.

g. **Perte d'articles personnels** - Le service de courrier d'encouragement ne doit pas être utilisé pour envoyer des articles personnels de valeur. Pour ces articles, il faut avoir recours au service habituel de Postes Canada, et il est fortement recommandé de souscrire une assurance postale. Les employés du MDN et les membres des FC qui veulent présenter une réclamation pour dommages ou perte conformément aux Directives et ordonnances administratives de la Défense (DOAD) 7004-2 doivent remplir le formulaire approprié conformément à la

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h. **Limitation of Liability** - As the Morale Mail service is provided entirely by the Canadian Armed Forces, no claim is to be raised against Canada Post Corporation. Except as specified at the "Loss of personal property" paragraph above, the Canadian Force Postal Service and the Department of National Defense shall not be responsible for any direct, indirect, general, special or consequential damages regardless of whether such damages result from the loss or mishandling, damage or delay in delivering of items mailed through the Morale Mail service.

DOAD 7004-2B et le faire parvenir au bureau de l'Assistant du Juge-avocat général (JAGA) concerné.

h. **Limitation de la responsabilité**
- Comme le service de courrier d'encouragement est offert entièrement par les Forces canadiennes, aucune réclamation ne doit être déposée contre Postes Canada. Sauf dans le cas mentionné au paragraphe ci-dessus, le service postal des FC et le MDN ne seront pas responsables des dommages directs, indirects, généraux, particuliers ou consécutifs, peu importe si ces dommages découlent de la perte des articles, d'une erreur de manipulation ou d'un retard dans la livraison par l'entremise du service de courrier d'encouragement.

Charitable Donations/Humanitarian Aid

As per ref, the CF Postal Service is not a separate means of delivery, but a part of the overall supply chain. Generally there is no space available in the postal system for charitable goods. Accordingly, CAF personnel, members of the public or organizations external to the CAF should be advised and be made aware that the use of the CF Postal Service for the purpose of shipping charitable goods is not authorized.

Dons charitables/l'aide humanitaire

Tel qu'indiquer dans la Réf, le service postal des FC ne constitue pas un mode de livraison distinct, mais bien une composante de la chaîne d'approvisionnement. En général, il n'y a pas de place dans le service postal pour les articles de charité. Il faut donc informer les membres des FC, le grand public ou les organisations à l'extérieur des FC qu'il est interdit d'utiliser le service postal des FC pour expédier des articles de charité.

Prohibitions. The Canada Post Guidelines regarding prohibitions to the Host Country will be followed. However, the following is a general list of items prohibited in the mail. Should there be any question regarding the acceptability of an item, please contact a member of the CF Postal Service to confirm suitability.

Interdictions. Les lignes directrices de Poste Canada concernant les articles interdits d'envoi vers le pays hôte seront observées exactement. Cependant, voici une liste générale des articles interdits d'envoi dans le courrier. S'il y a des questions concernant l'éligibilité d'un article, veuillez communiquer avec les Services postaux des FC pour obtenir confirmation.

No article may be sent by mail if their nature or packaging may expose postal employees to hazards, or damage other items of mail and postal equipment.

Il est interdit de mettre à la poste des articles qui, par leur nature ou leur emballage, peuvent exposer les employés de la poste à des dangers ou endommager les autres envois postaux ou l'équipement des postes.

Mailing the following items is strictly prohibited:

Il est absolument interdit de poster les articles suivants :

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- Lithium batteries;
 - Alcohol, beer and wine;
 - tobacco products, cigarettes and cigars
 - weapons, including replicas
 - Knives and bladed items;
 - explosives, radioactive materials or ammunition;
 - matches;
 - flammable liquids or solids;
 - compressed gas, aerosol can (i.e. shaving cream, air fresheners, etc.);
 - butane cigarette lighters;
 - corrosive fluids
 - obscene magazines or pictures;
 - drugs, including narcotics;
 - perishable items; and
 - Replica or inert munitions.
- batteries au lithium;
 - boissons alcoolisées, bière et vin ;
 - produits du tabac, cigarettes et cigares;
 - armes, y compris les répliques;
 - les couteaux et objets tranchants;
 - produits explosifs, radioactifs ou munitions;
 - allumettes;
 - liquides ou solides inflammables;
 - gaz comprimés, contenants aérosols (p. ex. crème à raser, assainisseurs d'air, etc.);
 - briquets au butane;
 - liquides corrosifs;
 - articles or photos obscènes ou immorales;
 - drogues y compris les stupéfiants;
 - articles périssables ;
 - Répliques de munitions ou munitions inertes.

LEBANON MAILING RESTRICTIONS AND PROHIBITIONS

In addition to the above mentioned items, senders should determine import restrictions from the country's authorities before posting:

- all shipments and commodities of Palestine Autonomous are prohibited
- butter, artificial
- cigarette paper
- contraceptives and relating literature
- coins, bank notes, bearer bonds
- chemical products

RESTRICTIONS ET PROHIBITIONS – COURRIER À DESTINATION DE LA LIBAN

En plus des articles énoncés ci-dessus, l'envoyeur se doit de vérifier les restrictions d'importation auprès des autorités du pays de destination avant d'expédier les articles suivants :

- allumettes
- appareils pour jeux de hasard
- articles fragiles
- articles offensants pour la culture musulmane
- beurre artificiel

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- envelopes for re-mailing
- fats, foreign
- fragile articles
- gambling articles
- graphite products
- ice, in any form
- items offensive to Muslim culture
- levi jeans
- liquids or liquefiable elements
- liquor
- lighters
- living insects and their eggs
- matches
- mineral products
- minerals
- paper coloured with toxic substances
- plants and parts of plants
- platinum, gold or silver
- powder
- powdered milk
- publications or items embarrassing to public order
- precious stones or articles
- tobacco
- tobacco manufacturing apparatus
- trademarks, false
- travellers cheques.
- briquets
- chèques de voyage
- contraceptifs et documentation connexe
- enveloppes destinées à la réexpédition
- glace, quelle qu'en soit la forme
- graisses d'origine étrangère
- insectes vivants et leurs œufs
- jeans de marque Levi's
- lait en poudre
- liqueurs
- liquides et matières liquéfiables
- machines à la fabrication du tabac
- minéraux
- papier à cigarettes
- papier de couleur comportant des substances toxiques
- pièces de monnaie, billets de banque, titres au porteur
- pierre précieuses ou articles
- plantes et parties de plantes
- platinum, or ou argent
- poudre
- produits chimiques
- produits de graphite
- produits minéraux
- produits portant une marque de commerce contrefaite
- publications et matériel portant atteinte à l'ordre public
- tabac

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Additionally, it is prohibited to send the following items to Lebanon:

- bearer securities; and
- lottery tickets and advertising

OFFICIAL AND PERSONAL MAIL FROM THE THEATRE TO CANADA

Official Mail - The contingent is responsible to send official mail through all available means such as American Forces Post Office or private courier.

Personal Mail - Private parcel mail to Canada is the responsibility of the individual member and may be sent via the American Forces Post Office in Lebanon or private courier. The same options are available for personal letters.

Morale letter mail service to Canada (Postage free) – The following guidelines are at the discretion of the Theatre to coordinate:

Official documents and personal letters (standard size) are to be consolidated and sent as one package once weekly via a courier company or American Forces Post Office at mission expense to

J4 POST
CJOC HQ
101 COLONEL BY DRIVE
OTTAWA ON, K1A 0K2
CANADA

Upon receipt by CJOC J4 Post, all personal letters will be franked with the "Free Mail Indicia" and mailed through Canada Post.

\
The return address should be as illustrated below.

- tous les envois et les marchandises en provenance des régions autonomes palestiniennes sont interdits.

COURRIER OFFICIEL ET PERSONNEL DEPUIS LE THÉÂTRE VERS LE CANADA

Courrier officiel – Le contingent est responsable d'envoyer le courrier officiel par tous les moyens disponibles tel le bureau de poste des Forces armées américaines ou un service de messagerie privé.

Courrier personnel – Les colis personnels vers le Canada incombe à chaque individu et peuvent être envoyé via bureau de poste des Forces armées américaines en Liban ou un service de messagerie privé. Les mêmes options s'appliquent aux lettres personnelles.

Service de courrier de moral pour les lettres vers le Canada (franc de port) – Les lignes directrices suivantes sont à la discrétion du théâtre :

Les documents officiels et les lettres personnelles (dimension normale) doivent être rassemblés et envoyé en un seul groupe une fois par semaine par une service de messagerie privé ou bureau de poste des Forces armées américaines aux frais de la mission à :

J4 POSTE
QG COIC
101 PROMENADE COLONEL BY
OTTAWA ON, K1A 0K2
CANADA

Sur réception par le COIC J4 Poste, toutes les lettres personnelles seront affranchies avec le tampon « Franc de port » et envoyé par courrier par l'entremise de Postes Canada

L'adresse de retour devrait être tel qu'indiqué ci-dessous

9 Jan 2017/09 jan 2017

En

MAJ. MIKE SMITH
OP IMPACT LEBANON
PO BOX 5241 STN FORCES
BELLEVILLE ON K8N 5W6

MRS JULIE SMITH
PO BOX 1582
79 MAIN STREET
NOWHERE ON K0K 1H0

Version française

MAJ MICHEL TREMBLAY
Operation IMPACT (LIBAN)
CP 5241 SUCC FORCES
BELLEVILLE ON K8N 5W6

MME JULIE TREMBLAY
CP 1582
79 RUE PRINCIPALE
NULPART NB H0K 1H0

Sheets of paper enclosed	1 to 3 sheets of paper
Envelopes are not to exceed	240 mm x 156mm x 5mm

The contents of the envelope will be confined to paper only and is not to include any "objects".

This service is for addresses in Canada only and not to be used for International addresses.

Feuillets de papier joints	1 à 3 feuilles de papier
Les enveloppes ne doivent pas dépasser	240mm x 105 mm x 5mm

Le contenu de l'enveloppe sera limité à du papier uniquement et ne doit pas inclure d'autres « objets. »

Ce service ne doit être employé que pour des adresses au Canada et non pour des adresses internationales.

9 Jan 201/09 jan 2017

**OP IMPACT
JORDAN (5242)****POSTAL INFORMATION**

Postal information primary contact: Capt J.M. Stewart, CJOC J4 Post 2, (613) 945-2042. The secondary contact is CWO T.W. Miller, CJOC J4 Post 3 - CWO, (613) 945-2041.

**Reference: CANFORGEN 02/09 SJS 002/09
081418Z JAN 09**

MAILING ADDRESS

RANK, FIRST NAME, LAST NAME
OP IMPACT (JORDAN)
PO BOX **5242** STN FORCES
BELLEVILLE ON K8N 5W6

Note: The parcel service for this operation is a one-way service from Canada to Theatre. The Dept is not providing a parcel service from Theatre to Canada, therefore extra measures must be taken to ensure that parcels are not sent to the Theatre for personnel who are not there. It is the Theatre's responsibility to provide a list of all mission personnel served by this arrangement to the Operations Section, CF Postal Unit. The CF Postal Unit will follow the list when sending parcels to Theatre. If a parcel is received at the Unit for someone who is not on the list, the Unit will e-mail Theatre for confirmation and will only forward the parcel with Theatre's concurrence. If Theatre advises the member is not there nor is expected, the parcel will be returned to sender.

General guidelines for parcel preparation

Maximum weight is 20 kgs.

Size: Two conditions must be met regarding size:
a. maximum length is one metre; and b. the maximum length plus girth is two meters (the definition of girth = width + height + width + height). In the following illustration, the parcel has the following dimensions: length = 1.0 m, width = 0.3 m, and height = 0.15 m. The parcel

**Opération IMPACT
JORDANIE (5242)****INFORMATION POSTALE**

Contact principal pour l'information postale : Capt J.M. Stewart, COIC J4 Poste 2, (613) 945-2042. Le deuxième point de contact est l'adjud, T. W. Miller, COIC J4 Poste 3 adjud (613) 945-2041.

**Référence: CANFORGEN 002/09 SJS 002/09
081418Z JAN 09**

ADRESSE POUR LE COURRIER

GRADE, PRÉNOM ET NOM DE FAMILLE
OPÉRATION IMPACT (JORDANIE)
CP **5242** SUCC FORCES
BELLEVILLE ON K8N 5W6

Nota : Le service de colis pour cette opération est à sens unique, depuis le Canada vers le théâtre. Le ministère ne fournit pas de service de colis depuis le théâtre vers le Canada et donc des mesures supplémentaires doivent être prises pour s'assurer que les colis ne sont pas envoyés vers le théâtre pour du personnel qui ne s'y trouve pas. Le théâtre doit fournir une liste de tous les membres de la mission desservis par cet arrangement à la Section des opérations, Unités des Services postaux des FC. L'Unité du Service postal des FC (UPFC) suivra la liste lorsqu'elle enverra des colis dans le théâtre. Si un colis est reçu à l'unité pour une personne qui n'est pas sur la liste, l'unité enverra un courriel au théâtre pour confirmer le nom et n'enverra le colis qu'avec l'accord du théâtre. Si le théâtre indique que le membre n'est plus là ou n'est pas attendu, le colis sera retourné à l'expéditeur.

Lignes directrices générales pour la préparation des colis

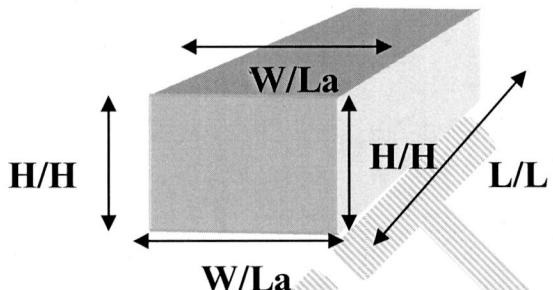
La masse maximale est de 20 kg.

Dimensions : Il faut remplir deux conditions concernant les dimensions : a. la longueur maximale est d'un mètre; et b. le tour maximal plus la largeur est de deux mètres (la définition du tour = largeur + hauteur + largeur + hauteur). Dans l'illustration suivante, le colis possède les dimensions suivantes : longueur = 1,0 m, largeur

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just meets the maximum size by the following calculation: $1.0 + 0.3 + 0.15 + 0.3 + 0.15 = \underline{1.9 \text{ m}}$

= 0,3 m, et hauteur = 0,15 m. Le colis rencontre de justesse les dimensions maximales selon le calcul suivant : $1,0 + 0,3 + 0,15 + 0,3 + 0,15 = \underline{1,9 \text{ m}}$.



Mail via Canada Post:

Items may be mailed through any Canada Post outlet using the above address. Fees will vary depending on, size, weight and point of origin.

Letters - \$1.00

Parcels - for example, a 3 kgs parcel from most locations would cost approximately \$15.00.

As packages destined to Op IMPACT in Jordan will be mailed again by DND to the APO address in the United States, a detailed list of content and the associated value must be indicated on the addressing face of each package.

Signature services such as Xpresspost and Priority provide a quick delivery to the Belleville address, a confirmation of delivery and the possibility to insure the content

Via Morale Mail (Postage Free Service)

Most Bases across Canada offer the Morale Mail service to the family and friends of deployed CF members. Family and friends are encouraged to liaise with the Base Postal Clerks, rear party or local MFRC to determine whether this service is available in their area and if there are any local limitations to this service.

Courier via Poste Canada :

Les articles peuvent être envoyés par le biais de tous les comptoirs de Postes Canada en utilisant l'adresse indiquée ci-haut. Les frais peuvent varier selon les dimensions, la masse et le point d'origine.

Lettre - \$1.00

Colis – par exemple, un colis de 3 kg de la plupart des endroits coûterait environ \$15.00.

Puisque les colis envoyés à l'opération IMPACT en Jordanie seront postés une nouvelle fois par le MDN à l'adresse de l' APO au États-Unis, une liste détaillée du contenu ainsi que la valeur de chaque articles doivent être inscrite sur le côté portant l'adresse du colis.

Les services de signature tel que Xpresspost et Priorité offrent une livraison plus rapide à l'adresse de Belleville, une confirmation de livraison ainsi que la possibilité d'assurer le contenu.

Via courrier d'encouragement (affranchissement gratuit)

La plupart des bases au Canada offrent le service de courrier d'encouragement aux familles et amis des membres déployés des FAC. Les familles et amis sont encouragés à contacter les commis des services postaux des bases, les arrière-gardes ou avec les CRFM locaux pour déterminer si ce service est disponible dans leur région et s'il y a des limites locales imposées à ce service.

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Preparation of all Mail Parcels:

a. All parcels are subject to inspection by Host Country Customs officials, therefore, a detailed list of contents including quantity, weight (if known), values and overall package weight must be inscribed on the bottom left corner of all parcels. The list also expedites processing by the CF Postal Service should there be any security observations with the parcel.

b. Senders are encouraged to place their address and phone number on the top left corner of the parcel thus enabling the CF Postal Service to contact them should there be any security concerns with the parcel.

An example of a parcel with complete addressing follows:

English version

From: Mrs. Noname
1234 Canadian Forces Drive
Nowheretown ON Z2K 0K0
Phone: (613) 111-1111

Contents: Pyjamas \$15,
Compact Disks \$10, Safety
Razors \$5, and Pictures \$0

Préparation de tous les colis :

a. Tous les colis sont assujettis à une inspection par les autorités douanières de la nation hôte. Par conséquent, il faut ajouter au coin inférieur gauche de tous les colis une liste détaillée du contenu, y compris la quantité d'articles, le poids du contenu (si connu), la valeur du contenu et le poids global du colis. De plus, la liste accélère aussi le traitement par les Services postaux des FC s'il y a des observations de sécurité avec le colis.

b. Les expéditeurs sont encouragés à indiquer leur adresse et numéro de téléphone dans le coin supérieur gauche du colis pour permettre aux Services postaux des FC de les contacter s'il y a des questions de sécurité à propos du colis.

c. Voici un exemple de colis avec les adresses complètes :

TO:
CPL ROBERT NONAME
OP IMPACT (JORDAN)
PO BOX 5242 STN FORCES
BELLEVILLE ON K8N 5W6

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Version française

De: Mme. Sansnom
1234 Rue Canadian Forces
Nulpark QC Z2K 0K0
Phone: (613) 111-1111

Contenu : Pyjamas \$15, Disques compacts\$10, Rasoirs de sécurité \$5 et photos\$0.

À:

**CPL ROBERT SANSNOM
Operation IMPACT (JORDANIE)
CP 5242 SUCC FORCES
BELLEVILLE ON K8N 5W6**

- d. **Batteries** should be sent in the original packaging and not loose or in a device.
- e. The Morale Mail service should **not** be used if the addressee is due to return to Canada within four weeks of the mailing date.
- f. **Tracking or expediency** – if either is a concern; it is strongly encouraged that the package be sent via a Canada Post service with a bar code and a faster delivery time such as Xpresspost or Priority.
- g. **Loss of personal property** - Morale Mail service is not recommended for sending personal property or items of any significant value. For those items, customers are advised to use the Canada Post mail service and to purchase insurance. DND employees and CAF members wishing to submit a claim for damage or loss pursuant to Defense Administrative Orders and Directives 7004-2 are to complete and submit the form according to the guidelines at DAOD 7004-2B and submit to their serving AJAG office.

d. Les **piles** devraient être expédiées dans l'emballage original et non libres dans le colis ou installées dans l'appareil.

e. Le service de courriel de moral ne devrait **pas** être employé si le destinataire doit revenir au Canada moins de quatre semaines après la date de l'envoi.

f. **Le repérage ou la rapidité** – Si la possibilité de repérer ou la rapidité est un facteur, il est conseillé d'expédier le colis par l'entremise de Postes Canada en utilisant un service avec code numérique ou une livraison plus rapide tel Xpresspost ou Priorité.

g. **Perte d'articles personnels** - Le service de courrier d'encouragement ne doit pas être utilisé pour envoyer des articles personnels de valeur. Pour ces articles, il faut avoir recours au service habituel de Postes Canada, et il est fortement recommandé de souscrire une assurance postale. Les employés du MDN et les membres des FC qui veulent présenter une réclamation pour dommages ou perte conformément aux Directives et ordonnances administratives de la Défense (DOAD) 7004-2 doivent remplir le formulaire approprié conformément à la

h. **Limitation of Liability** - As the Morale Mail service is provided entirely by the Canadian Armed Forces, no claim is to be raised against Canada Post Corporation. Except as specified at the "Loss of personal property" paragraph above, the Canadian Force Postal Service and the Department of National Defense shall not be responsible for any direct, indirect, general, special or consequential damages regardless of whether such damages result from the loss or mishandling, damage or delay in delivering of items mailed through the Morale Mail service.

DOAD 7004-2B et le faire parvenir au bureau de l'Assistant du Juge-avocat général (JAGA) concerné.

h. **Limitation de la responsabilité**

- Comme le service de courrier d'encouragement est offert entièrement par les Forces canadiennes, aucune réclamation ne doit être déposée contre Postes Canada. Sauf dans le cas mentionné au paragraphe ci-dessus, le service postal des FC et le MDN ne seront pas responsables des dommages directs, indirects, généraux, particuliers ou consécutifs, peu importe si ces dommages découlent de la perte des articles, d'une erreur de manipulation ou d'un retard dans la livraison par l'entremise du service de courrier d'encouragement.

Charitable Donations/Humanitarian Aid

As per ref, the CF Postal Service is not a separate means of delivery, but a part of the overall supply chain. Generally there is no space available in the postal system for charitable goods. Accordingly, CAF personnel, members of the public or organizations external to the CAF should be advised and be made aware that the use of the CF Postal Service for the purpose of shipping charitable goods is not authorized.

Dons charitables/l'aide humanitaire

Tel qu'indiquer dans la Réf, le service postal des FC ne constitue pas un mode de livraison distinct, mais bien une composante de la chaîne d'approvisionnement. En général, il n'y a pas de place dans le service postal pour les articles de charité. Il faut donc informer les membres des FC, le grand public ou les organisations à l'extérieur des FC qu'il est interdit d'utiliser le service postal des FC pour expédier des articles de charité.

Prohibitions. The Canada Post Guidelines regarding prohibitions to the Host Country will be followed. However, the following is a general list of items prohibited in the mail. Should there be any question regarding the acceptability of an item, please contact a member of the CF Postal Service to confirm suitability.

Interdictions. Les lignes directrices de Poste Canada concernant les articles interdits d'envoi vers le pays hôte seront observées exactement. Cependant, voici une liste générale des articles interdits d'envoi dans le courrier. S'il y a des questions concernant l'éligibilité d'un article, veuillez communiquer avec les Services postaux des FC pour obtenir confirmation.

No article may be sent by mail if their nature or packaging may expose postal employees to hazards, or damage other items of mail and postal equipment.

Il est interdit de mettre à la poste des articles qui, par leur nature ou leur emballage, peuvent exposer les employés de la poste à des dangers ou endommager les autres envois postaux ou l'équipement des postes.

Mailing the following items is strictly prohibited:

Il est absolument interdit de poster les articles suivants :

- Lithium batteries;
 - Alcohol, beer and wine;
 - tobacco products, cigarettes and cigars
 - weapons, including replicas
 - Knives and bladed items;
 - explosives, radioactive materials or ammunition;
 - matches;
 - flammable liquids or solids;
 - compressed gas, aerosol can (i.e. shaving cream, air fresheners, etc.);
 - butane cigarette lighters;
 - corrosive fluids
 - obscene magazines or pictures;
 - drugs, including narcotics;
 - perishable items; and
 - Replica or inert munitions.
- batteries au lithium;
 - boissons alcoolisées, bière et vin ;
 - produits du tabac, cigarettes et cigares;
 - armes, y compris les répliques;
 - les couteaux et objets tranchants;
 - produits explosifs, radioactifs ou munitions;
 - allumettes;
 - liquides ou solides inflammables;
 - gaz comprimés, contenants aérosols (p. ex. crème à raser, assainisseurs d'air, etc.);
 - briquets au butane;
 - liquides corrosifs;
 - articles or photos obscènes ou immorales;
 - drogues y compris les stupéfiants;
 - articles périssables ;
 - Répliques de munitions ou munitions inertes.

JORDAN MAILING RESTRICTIONS AND PROHIBITIONS

In addition to the above mentioned items, senders should determine import restrictions from the country's authorities before posting:

- animals and animal products;
- chart and maps;
- **coffee;**
- **dairy products;**
- **pharmaceutical products;**
- plant and plant products;

RESTRICTIONS ET PROHIBITIONS – COURRIER À DESTINATION DE LA JORDANIE

En plus des articles énoncés ci-dessus, l'envoyeur se doit de vérifier les restrictions d'importation auprès des autorités du pays de destination avant d'expédier les articles suivants :

- animaux et produits d'origine animale;
- cartes spécialisées ou géographiques;
- café;
- produit laitiers;
- produits pharmaceutiques;

- sugar; and
- television receivers.

- plantes et produits de plantes;
- sucre;
- récepteurs de télévision.

Additionally, it is prohibited to send the following items to Jordan:

- bearer securities; and
- lottery tickets and advertising

De plus, il est interdit d'envoyer les articles suivant en Jordanie:

- Valeurs au porteur; et
- Billets de loterie et publicité connexe.

OFFICIAL AND PERSONAL MAIL FROM THE THEATRE TO CANADA

Official Mail - The contingent is responsible to send official mail through all available means such as American Forces Post Office or private courier.

COURRIER OFFICIEL ET PERSONNEL DEPUIS LE THÉÂTRE VERS LE CANADA

Courrier officiel – Le contingent est responsable d'envoyer le courrier officiel par tous les moyens disponibles tel le bureau de poste des Forces armées américaines ou un service de messagerie privé.

Personal Mail - Private parcel mail to Canada is the responsibility of the individual member and may be sent via the American Forces Post Office in Jordan or private courier. The same options are available for personal letters.

Courrier personnel – Les colis personnels vers le Canada incombe à chaque individu et peuvent être envoyé via bureau de poste des Forces armées américaines en Jordanie ou un service de messagerie privé. Les mêmes options s'appliquent aux lettres personnelles.

Morale letter mail service to Canada (Postage free) – The following guidelines are at the discretion of the Theatre to coordinate:

Official documents and personal letters (standard size) are to be consolidated and sent as one package once weekly via a courier company or American Forces Post Office at mission expense to

Service de courrier de moral pour les lettres vers le Canada (franc de port) – Les lignes directrices suivantes sont à la discréption du théâtre :

Les documents officiels et les lettres personnelles (dimension normale) doivent être rassemblés et envoyé en un seul groupe une fois par semaine par une service de messagerie privé ou bureau de poste des Forces armées américaines aux frais de la mission à :

J4 POST
CJOC HQ
101 COLONEL BY DRIVE
OTTAWA ON, K1A 0K2
CANADA

J4 POSTE
QG COIC
101 PROMENADE COLONEL BY
OTTAWA ON, K1A 0K2
CANADA

Upon receipt by CJOC J4 Post, all personal letters will be franked with the "Free Mail Indicia"

Sur réception par le COIC J4 Poste, toutes les lettres personnelles seront affranchies avec le

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and mailed through Canada Post.

tampon « Franc de port » et envoyé par courrier
par l'entremise de Postes Canada.

The return address should be as illustrated below.

L'adresse de retour devrait être tel qu'indiqué ci-dessous :

English version

MAJ. MIKE SMITH
OP IMPACT JORDAN
PO BOX **5242** STN FORCES
BELLEVILLE ON K8N 5W6

MRS JULIE SMITH
PO BOX 1582
79 MAIN STREET
NOWHERE ON K0K 1H0

Version française

MAJ MICHEL TREMBLAY
Operation IMPACT (JORDANIE)
CP **5242** SUCC FORCES
BELLEVILLE ON K8N 5W6

MME JULIE TREMBLAY
CP 1582
79 RUE PRINCIPALE
NULPART NB H0K 1H0

Sheets of paper enclosed	1 to 3 sheets of paper
Envelopes are not to exceed	240 mm x 156mm x 5mm

The contents of the envelope will be confined to paper only and is not to include any

Feuillets de papier joints	1 à 3 feuilles de papier
Les enveloppes ne doivent pas dépasser	240mm x 105 mm x 5mm

Le contenu de l'enveloppe sera limité à du papier uniquement et ne doit pas inclure

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"objects".

**This service is for addresses in Canada only
and not to be used for International
addresses.**

d'autres « objets. »

**Ce service ne doit être employé que pour des
adresses au Canada et non pour des
adresses internationales.**



Revised 6 Oct 2016/ Révisé le 6 oct 2016

OP IMPACT ERBIL (5113)**POSTAL INFORMATION**

Postal information primary contact: Capt J.M. Stewart, CJOC J4 Post 2, (613) 945-2042. The secondary contact is CWO T.W. Miller, CJOC J4 Post 3 (613) 945-2041.

**Reference: CANFORGEN 02/09 SJS 002/09
081418Z JAN 09**

MAILING ADDRESS

RANK, INITIALS, NAME
OP IMPACT (ERBIL)
PO BOX **5113** STN FORCES
BELLEVILLE ON K8N 5W6

POSTAL SERVICE: Mail sent to individuals serving on OP IMPACT in Erbil consists of a one-way service from Canada to Theatre. The cost of sending mail back to Canada through the APO is an individual responsibility. To prevent unnecessary cost to the Department, a nominal roll of CAF personnel serving in Theatre is required for confirmation as the CF Postal Unit (CFPU) ensures that only mail to personnel known to be or about to be in location will be forwarded. It is the Theatre's responsibility to provide updates to the nominal roll. If a parcel is received for someone not listed on the nominal roll, CFPU will e-mail Theatre for confirmation and will only forward the parcel with Theatre's concurrence. If Theatre advises the member is not there nor is expected, the parcel will be returned to sender.

General guidelines for parcel preparation

Maximum weight is 20 kgs.

Size: Two conditions must be met regarding size:
a. maximum length is one metre; and b. the maximum length plus girth is two meters (the definition of girth = width + height + width + height). In the following illustration, the parcel

Opération IMPACT ERBIL (5113)**INFORMATION POSTALE**

Contact principal pour l'information postale : Capt J.M. Stewart, COIC J4 Poste 2, (613) 945-2042. Le deuxième point de contact est l'adjudic, T. W. Miller, COIC J4 Poste 3 (613) 945-2041.

**Référence: CANFORGEN 002/09 SJS 002/09
081418Z JAN 09**

ADRESSE POUR LE COURRIER

GRADE, INITIALES, NOM
OPÉRATION IMPACT (ERBIL)
CP **5113** SUCC FORCES
BELLEVILLE ON K8N 5W6

SERVICE POSTAL: Le courrier envoyé aux individus servant au sein de l'Opération IMPACT à Erbil consiste en un service à sens unique, depuis le Canada vers le théâtre. Les coûts pour l'envoi de courrier au Canada par l'entremise de l'APO est la responsabilité de chaque individu. Afin de prévenir tous coûts non-nécessaires au Ministère, une liste nominative du personnel des FAC servant en théâtre est requise afin que l'unité du service postale des Forces canadiennes (USPFC) s'assure que seul le courrier pour les personnes qui sont ou seront sur place sera envoyé. C'est la responsabilité du théâtre de fournir des mises à jour concernant la liste nominative. Si un colis est reçu pour quelqu'un non identifié sur celle-ci, l'USPFC enverra un courriel au théâtre pour confirmation et ne le fera parvenir qu'avec l'accord de celui-ci. Si le théâtre indique que le membre n'y est pas ou n'y sera pas, le colis sera retourné à l'envoyeur.

Lignes directrices générales pour la préparation des colis

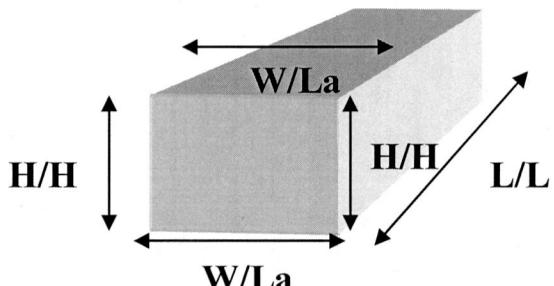
La masse maximale est de 20 kg.

Dimensions : Il faut remplir deux conditions concernant les dimensions : a. la longueur maximale est d'un mètre; et b. le tour maximal plus la largeur est de deux mètres (la définition du tour = largeur + hauteur + largeur + hauteur).

Revised 6 Oct 2016/ Révisé le 6 oct 2016

has the following dimensions: length = 1.0 m, width = 0.3 m, and height = 0.15 m. The parcel just meets the maximum size by the following calculation: $1.0 + 0.3 + 0.15 + 0.3 + 0.15 = \underline{1.9 \text{ m}}$.

Dans l'illustration suivante, le colis possède les dimensions suivantes : longueur = 1,0 m, largeur = 0,3 m, et hauteur = 0,15 m. Le colis rencontre de justesse les dimensions maximales selon le calcul suivant : $1,0 + 0,3 + 0,15 + 0,3 + 0,15 = \underline{1,9 \text{ m}}$.



Mail via Canada Post:

Items may be mailed through any Canada Post outlet using the above address. Fees will vary depending on, size, weight and point of origin.

Letters - \$1.00

Parcels - for example, a 3 kgs parcel from most locations would cost approximately \$15.00.

As packages destined to OP IMPACT in Erbil will be mailed again by DND to the APO address in the United States, a detailed list of content and the associated value must be indicated on the addressing face of each package.

Signature services such as Xpresspost and Priority provide a quick delivery to the Belleville address, a confirmation of delivery and the possibility to insure the contents.

Via Morale Mail (Postage Free Service)

Most Bases across Canada offer the Morale Mail service to the family and friends of deployed CF members. Family and friends are encouraged to liaise with the Base Postal Clerks, rear party or local MFRC to determine whether this service is available in their area and if there are any local limitations to this service.

Courrier via Poste Canada :

Les articles peuvent être envoyés par le biais de tous les comptoirs de Postes Canada en utilisant l'adresse indiquée ci-haut. Les frais peuvent varier selon les dimensions, la masse et le point d'origine.

Lettre - \$1.00

Colis – par exemple, un colis de 3 kg de la plupart des endroits coûterait environ \$15.00.

Puisque les colis envoyés à l'opération IMPACT à Erbil seront postés une nouvelle fois par le MDN à l'adresse de l' APO au États-Unis, une liste détaillée du contenu ainsi que la valeur de chaque articles doivent être inscrite sur le côté portant l'adresse du colis.

Les services de signature tel que Xpresspost et Priorité offrent une livraison plus rapide à l'adresse de Belleville, une confirmation de livraison ainsi que la possibilité d'assurer le contenu.

Via courrier d'encouragement (affranchissement gratuit)

La plupart des bases au Canada offrent le service de courrier d'encouragement aux familles et amis des membres déployés des FAC. Les familles et amis sont encouragés à contacter les commis des services postaux des bases, les arrière-gardes ou avec les CRFM locaux pour déterminer si ce service est

Revised 6 Oct 2016/ Révisé le 6 oct 2016

Preparation of Morale Mail parcels:

- a. Considering that all parcels received for OP IMPACT in Erbil will be upon receipt mailed to the United States, each package must bear a detailed list of contents with the associated value of each articles on the address face. This list will enable postal personnel to complete the required shipping label and facilitate the security screening process.
- b. Senders are encouraged to place their address and phone number on the top left corner of the parcel thus enabling the CF Postal Service to contact them should there be any security/safety concerns with the parcel.
- c. An example of a parcel with complete addressing follows:

English version

From: Mrs. Noname
1234 Canadian Forces Drive
Nowheretown ON Z2K 0K0
Phone: (613) 111-1111

Contents: Pyjamas \$15,
Compact Disks \$10, Safety
Razors \$5, and Pictures \$0

TO:
CPL ROBERT NONAME
OP IMPACT (ERBIL)
PO BOX 5113 STN FORCES
BELLEVILLE ON K8N 5W6

disponible dans leur région et s'il y a des limites locales imposées à ce service.

Préparation de colis pour courrier d'encouragement:

- a. Considérant que tous les colis reçus pour l'opération IMPACT à Erbil seront postés de nouveau aux États-Unis, chaque colis doit porter une liste détaillée du contenu ainsi que la valeur de chacun des articles sur le côté portant l'adresse. Cette liste aidera le personnel postal lors de la complétion de l'étiquette d'envoi et facilitera le processus associé à la vérification de sécurité.
- b. Les expéditeurs sont encouragés à indiquer leur adresse et numéro de téléphone dans le coin supérieur gauche du colis pour permettre aux Services postaux des FC de les contacter si il y a des questions associées à la sécurité.
- c. Voici un exemple de colis avec les adresses complètes :

Revised 6 Oct 2016/ Révisé le 6 oct 2016

Version française

De: Mme. Sansnom
1234 Rue Canadian Forces
Nulpart QC Z2K 0K0
Phone: (613) 111-1111

Contenu : Pyjamas \$15, Disques compacts\$10, Rasoirs de sécurité \$5 et photos\$0.

À:
CPL ROBERT SANSNOM
Opération IMPACT (Erbil)
CP 5113 SUCC FORCES
BELLEVILLE ON K8N 5W6

- d. **Batteries** should be sent in the original packaging and not loose or in a device.
- e. The Morale Mail service should **not** be used if the addressee is due to return to Canada within four weeks of the mailing date.
- f. **Tracking or expediency** – if either is a concern; it is strongly encouraged that the package be sent via a Canada Post service with a bar code and a faster delivery time such as Xpresspost or Priority.
- g. **Loss of personal property** – The Morale Mail service is not recommended for sending personal property or items of any significant value. For those items, customers are advised to use the Canada Post mail service and to purchase insurance. DND employees and CAF members wishing to submit a claim for damage or loss pursuant to Defense Administrative Orders and Directives 7004-2 are to complete and submit the form according to the guidelines at DAOD 7004-2B and submit to their serving AJAG office.

- d. Les **piles** devraient être expédiées dans l'emballage original et non libres dans le colis ou installées dans l'appareil.
- e. Le service de courriel de moral ne devrait **pas** être employé si le destinataire doit revenir au Canada moins de quatre semaines après la date de l'envoi.
- f. **Le repérage ou la rapidité** – Si la possibilité de repérer ou la rapidité est un facteur, il est conseillé d'expédier le colis per l'entremise de Postes Canada en utilisant un service avec code numérique ou une livraison plus rapide tel Xpresspost ou Priorité.
- g. **Perte d'articles personnels** – Le service de courrier d'encouragement ne doit pas être utilisé pour envoyer des articles personnels de valeur. Pour ces articles, il faut avoir recours au service habituel de Postes Canada, et il est fortement recommandé de souscrire une assurance postale. Les employés du MDN et les membres des FC qui veulent présenter une réclamation pour dommages ou perte conformément aux Directives et ordonnances administratives de la Défense (DOAD) 7004-2 doivent remplir le formulaire approprié conformément à la DOAD 7004-2B et le faire parvenir au

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h. Limitation of Liability - As the Morale Mail service is provided entirely by the Canadian Armed Forces, no claim is to be raised against Canada Post Corporation. Except as specified at the "Loss of personal property" paragraph above, the Canadian Force Postal Service and the Department of National Defense shall not be responsible for any direct, indirect, general, special or consequential damages regardless of whether such damages result from the loss or mishandling, damage or delay in delivering of items mailed through the Morale Mail service.

Charitable Donations/Humanitarian Aid

As per ref, the CF Postal Service is not a separate means of delivery, but a part of the overall supply chain. Generally there is no space available in the postal system for charitable goods. Accordingly, CAF personnel, members of the public or organizations external to the CAF should be advised and be made aware that the use of the CF Postal Service for the purpose of shipping charitable goods is not authorized.

Prohibitions. The Canada Post Guidelines regarding prohibitions to the Host Country will be followed. However, the following is a general list of items prohibited in the mail. Should there be any question regarding the acceptability of an item, please contact a member of the CF Postal Service to confirm suitability.

No article may be sent by mail if their nature or packaging may expose postal employees to hazards, or damage other items of mail and postal equipment.

Mailing the following items is strictly prohibited:

- Lithium batteries;

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bureau de l'Assistant du Juge-avocat général (JAGA) concerné.

h. Limitation de la responsabilité

- Comme le service de courrier d'encouragement est offert entièrement par les Forces canadiennes, aucune réclamation ne doit être déposée contre Postes Canada. Sauf dans le cas mentionné au paragraphe ci-dessus, le service postal des FC et le MDN ne seront pas responsables des dommages directs, indirects, généraux, particuliers ou consécutifs, peu importe si ces dommages découlent de la perte des articles, d'une erreur de manipulation ou d'un retard dans la livraison par l'entremise du service de courrier d'encouragement.

Dons charitables/l'aide humanitaire

Tel qu'indiquer dans la Réf, le service postal des FC ne constitue pas un mode de livraison distinct, mais bien une composante de la chaîne d'approvisionnement. En général, il n'y a pas de place dans le service postal pour les articles de charité. Il faut donc informer les membres des FC, le grand public ou les organisations à l'extérieur des FC qu'il est interdit d'utiliser le service postal des FC pour expédier des articles de charité.

Interdictions. Les lignes directrices de Poste Canada concernant les articles interdits d'envoi vers le pays hôte seront observées exactement. Cependant, voici une liste générale des articles interdits d'envoi dans le courrier. S'il y a des questions concernant l'éligibilité d'un article, veuillez communiquer avec les Services postaux des FC pour obtenir confirmation.

Il est interdit de mettre à la poste des articles qui, par leur nature ou leur emballage, peuvent exposer les employés de la poste à des dangers ou endommager les autres envois postaux ou l'équipement des postes.

Il est absolument interdit de poster les articles suivants :

- Batteries au lithium;

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- Alcohol, beer and wine;
 - tobacco products, cigarettes and cigars
 - weapons, including replicas
 - Knives and bladed items;
 - explosives, radioactive materials or ammunition;
 - matches;
 - flammable liquids or solids;
 - compressed gas, aerosol can (i.e. shaving cream, air fresheners, etc.);
 - butane cigarette lighters;
 - corrosive fluids
 - obscene magazines or pictures;
 - drugs, including narcotics; and
 - perishable items.
- boissons alcoolisées, bière et vin ;
 - produits du tabac, cigarettes et cigares;
 - armes, y compris les répliques;
 - les couteaux et objets tranchants;
 - produits explosifs, radioactifs ou munitions;
 - allumettes;
 - liquides ou solides inflammables;
 - gaz comprimés, contenants aérosols (p. ex. crème à raser, assainisseurs d'air, etc.);
 - briquets au butane;
 - liquides corrosifs;
 - articles or photos obscènes ou immorales;
 - drogues y compris les stupéfiants; et
 - articles périssables.

IRAQ MAILING PROHIBITIONS

In addition to the above mentioned items, it is prohibited to send the following items to Iraq:

- Binoculars;
- Bio products;
- **Cameras;**
- **Items Offensive to Muslim Culture;**
- **Jewellery;**
- Laptop computers;
- **Liquids;**
- Milk, condense;
- Mobile phones;

PROHIBITIONS –COURRIER À DESTINATION
DE L'IRAQ

En plus des articles énoncés ci-dessus, il est interdit d'envoyer les articles suivant en Iraq :

- Jumelles
- Produits biologique;
- **Appareils photographiques;**
- **Articles offensants pour la culture musulmane;**
- **Bijoux;**
- Ordinateur portable;
- **Liquides;**
- Lait condensé;
- Téléphones portables

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- Postcards, Pictorial, packages of;
- **Powder;**
- **Soap;**
- **Tea; and**
- Vitamins, herbs.

OFFICIAL AND PERSONAL MAIL FROM THE
THEATRE TO CANADA

Official Mail - The contingent is responsible to send official mail through all available means such as American Forces Post Office or private courier.

Personal Mail - Private parcel mail to Canada is the responsibility of the individual member and may be sent via the American Forces Post Office in Baghdad, the host country postal service or private courier. The same options are available for personal letters.

Morale letter mail service to Canada (Postage free) – The following guidelines are at the discretion of the Theatre to coordinate:

Official documents and personal letters (standard size) are to be consolidated and sent as one package once weekly via a courier company or American Forces Post Office at mission expense to

J4 POST
CJOC HQ
101 COLONEL BY DRIVE
OTTAWA ON, K1A 0K2
CANADA

Upon receipt by CJOC J4 Post, all personal letters will be franked with the "Free Mail Indicia" and mailed through Canada Post.

The return address should be as illustrated below.

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- Paquets de cartes postales illustrées
- **Poudre;**
- **Savon;**
- **Thé; et**
- Vitamines et herbes médicinales.

COURRIER OFFICIEL ET PERSONNEL
DEPUIS LE THÉÂTRE VERS LE CANADA

Courrier officiel – Le contingent est responsable d'envoyer le courrier officiel par tous les moyens disponibles tel le bureau de poste des Forces armées américaines ou un service de messagerie privé.

Courrier personnel – Les colis personnels vers le Canada incombe à chaque individu et peuvent être envoyé via bureau de poste des Forces armées américaines à Erbil, le service postal du pays hôte ou un service de messagerie privée. Les mêmes options s'appliquent aux lettres personnelles.

Service de courrier de moral pour les lettres vers le Canada (franc de port) – Les lignes directrices suivantes sont à la discrétion du théâtre :

Les documents officiels et les lettres personnelles (dimension normale) doivent être rassemblés et envoyé en un seul groupe une fois par semaine par une service de messagerie privé ou bureau de poste des Forces armées américaines aux frais de la mission à :

J4 POSTE
QG COIC
101 PROMENADE COLONEL BY
OTTAWA ON, K1A 0K2
CANADA

Sur réception par le COIC J4 Poste, toutes les lettres personnelles seront affranchies avec le tampon « Franc de port » et envoyé par courrier par l'entremise de Postes Canada.

L'adresse de retour devrait être tel qu'indiqué ci-dessous :

Revised 6 Oct 2016/ Révisé le 6 oct 2016

English version

MAJ. MIKE SMITH
OP IMPACT (ERBIL)
PO BOX 5113 STN FORCES
BELLEVILLE ON K8N 5W6

MRS JULIE SMITH
PO BOX 1582
79 MAIN STREET
NOWHERE ON K0K 1H0

Version française

MAJ MICHEL TREMBLAY
Operation IMPACT (ERBIL)
CP 5113 SUCC FORCES
BELLEVILLE ON K8N 5W6

MME JULIE TREMBLAY
CP 1582
79 RUE PRINCIPALE
NULPART NB H0K 1H0

Sheets of paper enclosed	1 to 3 sheets of paper
Envelopes are not to exceed	240 mm x 156mm x 5mm

The contents of the envelope will be confined to paper only and is not to include any "objects".

This service is for addresses in Canada only and not to be used for International addresses.

Feuillets de papier joints	1 à 3 feuilles de papier
Les enveloppes ne doivent pas dépasser	240mm x 105 mm x 5mm

Le contenu de l'enveloppe sera limité à du papier uniquement et ne doit pas inclure d'autres « objets. »

Ce service ne doit être employé que pour des adresses au Canada et non pour des adresses internationales.

Revised 20 May 2016/ Révisé le 20 mai 2016

OP IMPACT BAGHDAD (5304)**POSTAL INFORMATION**

Postal information primary contact: Capt J.M. Stewart, CJOC J4 Post 2, (613) 945-2042. The secondary contact is CWO T.W. Miller, CJOC J4 Post 3 (613) 945-2041.

**Reference: CANFORGEN 02/09 SJS 002/09
081418Z JAN 09**

MAILING ADDRESS

RANK, INITIALS, NAME
OP IMPACT (BAGHDAD)
PO BOX **5304** STN FORCES
BELLEVILLE ON K8N 5W6

POSTAL SERVICE: Mail sent to individuals serving on OP IMPACT in Baghdad consists of a one-way service from Canada to Theatre. Once received in Belleville, all mail will be forwarded via Canada Post at DND's expenses to the serving American Forces Post Office (APO) in Baghdad for distribution to the addressees. The cost of sending mail back to Canada through the APO is an individual responsibility. To prevent unnecessary cost to the Department, a nominal roll of CAF personnel serving in Theatre is required for confirmation as the CF Postal Unit (CFPU) ensures that only mail to personnel known to be or about to be in location will be forwarded. It is the Theatre's responsibility to provide updates to the nominal roll. If a parcel is received for someone not listed on the nominal roll, CFPU will e-mail Theatre for confirmation and will only forward the parcel with Theatre's concurrence. If Theatre advises the member is not there nor is expected, the parcel will be returned to sender.

Opération IMPACT BAGDAD (5304)**INFORMATION POSTALE**

Contact principal pour l'information postale : Capt J.M. Stewart, COIC J4 Poste 2, (613) 945-2042. Le deuxième point de contact est l'adjudc, T. W. Miller, COIC J4 Poste 3 (613) 945-2041.

**Référence: CANFORGEN 002/09 SJS 002/09
081418Z JAN 09**

ADRESSE POUR LE COURRIER

GRADE, INITIALES, NOM
OPÉRATION IMPACT (BAGDAD)
CP **5304** SUCC FORCES
BELLEVILLE ON K8N 5W6

SERVICE POSTAL: Le courrier envoyé aux individus servant au sein de l'Opération IMPACT à Bagdad consiste en un service à sens unique, depuis le Canada vers le théâtre. Lorsque reçu à Belleville, ce courrier est envoyé par l'entremise de Poste Canada aux frais du MDN au bureau de poste des Forces armées américaines (APO) à Bagdad pour livraison aux destinataires. Les coûts pour l'envoi de courrier au Canada par l'entremise de l'APO est la responsabilité de chaque individu. Afin de prévenir tous coûts non-nécessaires au Ministère, une liste nominative du personnel des FAC servant en théâtre est requise afin que l'unité du service postale des Forces canadiennes (USPFC) s'assure que seul le courrier pour les personnes qui sont ou seront sur place sera envoyé. C'est la responsabilité du théâtre de fournir des mises à jour concernant la liste nominative. Si un colis est reçu pour quelqu'un non identifié sur celle-ci, l'USPFC enverra un courriel au théâtre pour confirmation et ne le fera parvenir qu'avec l'accord de celui-ci. Si le théâtre indique que le membre n'y est pas ou n'y sera pas, le colis sera retourné à l'envoyeur.

Revised 20 May 2016/ Révisé le 20 mai 2016

General guidelines for parcel preparation

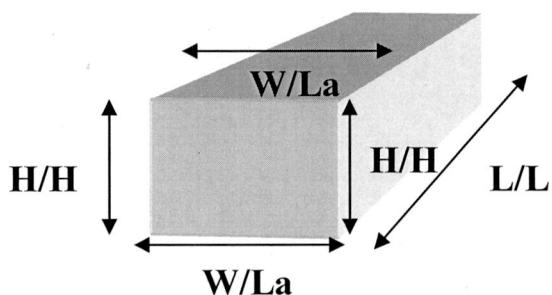
Maximum weight is 20 kgs.

Size: Two conditions must be met regarding size:
 a. maximum length is one metre; and b. the maximum length plus girth is two meters (the definition of girth = width + height + width + height). In the following illustration, the parcel has the following dimensions: length = 1.0 m, width = 0.3 m, and height = 0.15 m. The parcel just meets the maximum size by the following calculation: $1.0 + 0.3 + 0.15 + 0.3 + 0.15 = \underline{1.9 \text{ m}}$.

Lignes directrices générales pour la préparation des colis

La masse maximale est de 20 kg.

Dimensions : Il faut remplir deux conditions concernant les dimensions : a. la longueur maximale est d'un mètre; et b. le tour maximal plus la largeur est de deux mètres (la définition du tour = largeur + hauteur + largeur + hauteur). Dans l'illustration suivante, le colis possède les dimensions suivantes : longueur = 1,0 m, largeur = 0,3 m, et hauteur = 0,15 m. Le colis rencontre de justesse les dimensions maximales selon le calcul suivant : $1,0 + 0,3 + 0,15 + 0,3 + 0,15 = \underline{1,9 \text{ m}}$.

Mail via Canada Post:

Items may be mailed through any Canada Post outlet using the above address. Fees will vary depending on, size, weight and point of origin.

Letters - \$1.00

Parcels - for example, a 3 kgs parcel from most locations would cost approximately \$15.00.

As packages destined to OP IMPACT in Baghdad will be mailed again by DND to the APO address in the United States, a detailed list of content and the associated value must be indicated on the addressing face of each package.

Signature services such as Xpresspost and Priority provide a quick delivery to the Belleville address, a confirmation of delivery and the possibility to insure the contents.

Courrier via Poste Canada :

Les articles peuvent être envoyés par le biais de tous les comptoirs de Postes Canada en utilisant l'adresse indiquée ci-haut. Les frais peuvent varier selon les dimensions, la masse et le point d'origine.

Lettre - \$1.00

Colis – par exemple, un colis de 3 kg de la plupart des endroits coûterait environ \$15.00.

Puisque les colis envoyés à l'opération IMPACT à Bagdad seront postés une nouvelle fois par le MDN à l'adresse de l' APO au États-Unis, une liste détaillée du contenu ainsi que la valeur de chaque articles doivent être inscrite sur le côté portant l'adresse du colis.

Les services de signature tel que Xpresspost et Priorité offrent une livraison plus rapide à l'adresse de Belleville, une confirmation de livraison ainsi que la possibilité d'assurer le contenu.

Revised 20 May 2016/ Révisé le 20 mai 2016

Via Morale Mail (Postage Free Service)

Most Bases across Canada offer the Morale Mail service to the family and friends of deployed CF members. Family and friends are encouraged to liaise with the Base Postal Clerks, rear party or local MFRC to determine whether this service is available in their area and if there are any local limitations to this service.

Preparation of Morale Mail parcels:

- a. Considering that all parcels received for OP IMPACT in Baghdad will be upon receipt mailed to the United States, each package must bear a detailed list of contents with the associated value of each articles on the address face. This list will enable postal personnel to complete the required shipping label and facilitate the security screening process.
- b. Senders are encouraged to place their address and phone number on the top left corner of the parcel thus enabling the CF Postal Service to contact them should there be any security/safety concerns with the parcel.
- c. An example of a parcel with complete addressing follows:

Via courrier d'encouragement (affranchissement gratuit)

La plupart des bases au Canada offrent le service de courrier d'encouragement aux familles et amis des membres déployés des FAC. Les familles et amis sont encouragés à contacter les commis des services postaux des bases, les arrière-gardes ou avec les CRFM locaux pour déterminer si ce service est disponible dans leur région et s'il y a des limites locales imposées à ce service.

Préparation de colis pour courrier d'encouragement:

- a. Considérant que tous les colis reçus pour l'opération IMPACT à Bagdad seront postés de nouveau aux États-Unis, chaque colis doit porter une liste détaillée du contenu ainsi que la valeur de chacun des articles sur le côté portant l'adresse. Cette liste assistera le personnel postal lors de la complétion de l'étiquette d'envoi et facilitera le processus associé à la vérification de sécurité.
- b. Les expéditeurs sont encouragés à indiquer leur adresse et numéro de téléphone dans le coin supérieur gauche du colis pour permettre aux Services postaux des FC de les contacter s'il y a des questions associées à la sécurité.
- c. Voici un exemple de colis avec les adresses complètes :

Revised 20 May 2016/ Révisé le 20 mai 2016

English version

From: Mrs. Noname
1234 Canadian Forces Drive
Nowheretown ON Z2K 0K0
Phone: (613) 111-1111

TO:
CPL ROBERT NONAME
OP IMPACT (BAGHDAD)
PO BOX 5304 STN FORCES
BELLEVILLE ON K8N 5W6

Contents: Pyjamas \$15,
Compact Disks \$10, Safety
Razors \$5, and Pictures \$0

Version française

De: Mme. Sansnom
1234 Rue Canadian Forces
Nulpark QC Z2K 0K0
Phone: (613) 111-1111

À:
CPL ROBERT SANSNOM
Opération IMPACT (BAGDAD)
CP 5304 SUCC FORCES
BELLEVILLE ON K8N 5W6

Contenu : Pyjamas \$15, Disques
compacts\$10, Rasoirs de sécurité
\$5 et photos\$0.

- d. **Batteries** should be sent in the original packaging and not loose or in a device.
- e. The Morale Mail service should **not** be used if the addressee is due to return to Canada within four weeks of the mailing date.
- f. **Tracking or expediency** – if either is a concern; it is strongly encouraged that the package be sent via a Canada Post service with a bar code and a faster delivery time such as Xpresspost or Priority.

- d. Les **piles** devraient être expédiées dans l'emballage original et non libres dans le colis ou installées dans l'appareil.
- e. Le service de courriel de moral ne devrait **pas** être employé si le destinataire doit revenir au Canada moins de quatre semaines après la date de l'envoi.
- f. **Le repérage ou la rapidité** – Si la possibilité de repérer ou la rapidité est un facteur, il est conseillé d'expédier le colis per l'entremise de Postes Canada en utilisant un service avec code

Revised 20 May 2016/ Révisé le 20 mai 2016

g. Loss of personal property –

The Morale Mail service is not recommended for sending personal property or items of any significant value. For those items, customers are advised to use the Canada Post mail service and to purchase insurance. DND employees and CAF members wishing to submit a claim for damage or loss pursuant to Defense Administrative Orders and Directives 7004-2 are to complete and submit the form according to the guidelines at DAOD 7004-2B and submit to their serving AJAG office.

h. Limitation of Liability - As the Morale Mail service is provided entirely by the Canadian Armed Forces, no claim is to be raised against Canada Post Corporation. Except as specified at the "Loss of personal property" paragraph above, the Canadian Force Postal Service and the Department of National Defense shall not be responsible for any direct, indirect, general, special or consequential damages regardless of whether such damages result from the loss or mishandling, damage or delay in delivering of items mailed through the Morale Mail service.

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numérique ou une livraison plus rapide tel Xpresspost ou Priorité.

g. Perte d'articles personnels –

Le service de courrier d'encouragement ne doit pas être utilisé pour envoyer des articles personnels de valeur. Pour ces articles, il faut avoir recours au service habituel de Postes Canada, et il est fortement recommandé de souscrire une assurance postale. Les employés du MDN et les membres des FC qui veulent présenter une réclamation pour dommages ou perte conformément aux Directives et ordonnances administratives de la Défense (DOAD) 7004-2 doivent remplir le formulaire approprié conformément à la DOAD 7004-2B et le faire parvenir au bureau de l'Assistant du Juge-avocat général (JAGA) concerné.

h. Limitation de la responsabilité

- Comme le service de courrier d'encouragement est offert entièrement par les Forces canadiennes, aucune réclamation ne doit être déposée contre Postes Canada. Sauf dans le cas mentionné au paragraphe ci-dessus, le service postal des FC et le MDN ne seront pas responsables des dommages directs, indirects, généraux, particuliers ou consécutifs, peu importe si ces dommages découlent de la perte des articles, d'une erreur de manipulation ou d'un retard dans la livraison par l'entremise du service de courrier d'encouragement.

Dons charitables/l'aide humanitaire

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Revised 20 May 2016/ Révisé le 20 mai 2016

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- Knives and bladed items;
- explosives, radioactive materials or ammunition;
- matches;
- flammable liquids or solids;
- compressed gas, aerosol can (i.e. shaving cream, air fresheners, etc.);
- butane cigarette lighters;
- corrosive fluids
- obscene magazines or pictures;
- drugs, including narcotics; and
- perishable items.

Interdictions. Les lignes directrices de Poste Canada concernant les articles interdits d'envoi vers le pays hôte seront observées exactement. Cependant, voici une liste générale des articles interdits d'envoi dans le courrier. S'il y a des questions concernant l'éligibilité d'un article, veuillez communiquer avec les Services postaux des FC pour obtenir confirmation.

Il est interdit de mettre à la poste des articles qui, par leur nature ou leur emballage, peuvent exposer les employés de la poste à des dangers ou endommager les autres envois postaux ou l'équipement des postes.

Il est absolument interdit de poster les articles suivants :

- Batteries au lithium;
- boissons alcoolisées, bière et vin ;
- produits du tabac, cigarettes et cigares;
- armes, y compris les répliques;
- les couteaux et objets tranchants;
- produits explosifs, radioactifs ou munitions;
- allumettes;
- liquides ou solides inflammables;
- gaz comprimés, contenants aérosols (p. ex. crème à raser, assainisseurs d'air, etc.);
- briquets au butane;
- liquides corrosifs;
- articles or photos obscènes ou immorales;
- drogues y compris les stupéfiants; et
- articles périssables.

Revised 20 May 2016/ Révisé le 20 mai 2016

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- Bio products;
- **Cameras;**
- **Items Offensive to Muslim Culture;**
- **Jewellery;**
- Laptop computers;
- **Liquids;**
- Milk, condense;
- Mobile phones;
- Postcards, Pictorial, packages of;
- **Powder;**
- **Soap;**
- **Tea; and**
- Vitamins, herbs.

PROHIBITIONS –COURRIER À DESTINATION DE L'IRAQ

En plus des articles énoncés ci-dessus, il est interdit d'envoyer les articles suivant en Iraq :

- Jumelles
- Produits biologique;
- **Appareils photographiques;**
- **Articles offensants pour la culture musulmane;**
- **Bijoux;**
- Ordinateur portable;
- **Liquides;**
- Lait condensé;
- Téléphones portables
- Paquets de cartes postales illustrées
- **Poudre;**
- **Savon;**
- **Thé; et**
- Vitamines et herbes médicinales.

OFFICIAL AND PERSONAL MAIL FROM THE THEATRE TO CANADA

Official Mail - The contingent is responsible to send official mail through all available means such as American Forces Post Office or private courier.

Personal Mail - Private parcel mail to Canada is the responsibility of the individual member and may be sent via the American Forces Post Office in Baghdad, the host country postal service or private courier. The same options are available for personal letters.

COURRIER OFFICIEL ET PERSONNEL DEPUIS LE THÉÂTRE VERS LE CANADA

Courrier officiel – Le contingent est responsable d'envoyer le courrier officiel par tous les moyens disponibles tel le bureau de poste des Forces armées américaines ou un service de messagerie privé.

Courrier personnel – Les colis personnels vers le Canada incombe à chaque individu et peuvent être envoyé via bureau de poste des Forces armées américaines à Bagdad, le service postal du pays hôte ou un service de messagerie privé. Les mêmes options s'appliquent aux lettres personnelles.

Revised 20 May 2016/ Révisé le 20 mai 2016

Morale letter mail service to Canada (Postage free) – The following guidelines are at the discretion of the Theatre to coordinate:

Official documents and personal letters (standard size) are to be consolidated and sent as one package once weekly via a courier company or American Forces Post Office at mission expense to

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OTTAWA ON, K1A 0K2
CANADA

Upon receipt by CJOC J4 Post, all personal letters will be franked with the "Free Mail Indicia" and mailed through Canada Post.

The return address should be as illustrated below.

Service de courrier de moral pour les lettres vers le Canada (franc de port) – Les lignes directrices suivantes sont à la discréption du théâtre :

Les documents officiels et les lettres personnelles (dimension normale) doivent être rassemblés et envoyé en un seul groupe une fois par semaine par une service de messagerie privé ou bureau de poste des Forces armées américaines aux frais de la mission à :

J4 POSTE
QG COIC
101 PROMENADE COLONEL BY
OTTAWA ON, K1A 0K2
CANADA

Sur réception par le COIC J4 Poste, toutes les lettres personnelles seront affranchies avec le tampon « Franc de port » et envoyé par courrier par l'entremise de Postes Canada.

L'adresse de retour devrait être tel qu'indiqué ci-dessous :

English version

MAJ. MIKE SMITH
OP IMPACT (BAGHDAD)
PO BOX 5304 STN FORCES
BELLEVILLE ON K8N 5W6

**MRS JULIE SMITH
PO BOX 1582
79 MAIN STREET
NOWHERE ON K0K 1H0**

Revised 20 May 2016/ Révisé le 20 mai 2016

Version française

MAJ MICHEL TREMBLAY
Operation IMPACT (BAGDAD)
CP 5304 SUCC FORCES
BELLEVILLE ON K8N 5W6

MME JULIE TREMBLAY
CP 1582
79 RUE PRINCIPALE
NULPART NB H0K 1H0

Sheets of paper enclosed	1 to 3 sheets of paper
Envelopes are not to exceed	240 mm x 156mm x 5mm

The contents of the envelope will be confined to paper only and is not to include any "objects".

This service is for addresses in Canada only and not to be used for International addresses.

Feuillets de papier joints	1 à 3 feuilles de papier
Les enveloppes ne doivent pas dépasser	240mm x 105 mm x 5mm

Le contenu de l'enveloppe sera limité à du papier uniquement et ne doit pas inclure d'autres « objets. »

Ce service ne doit être employé que pour des adresses au Canada et non pour des adresses internationales.

CAF Postal Support Matrix

Mission/Location	Static	One-Way (note 1)	Two-Way (note 2)	Sus Flt (Note 9)	CAL	Other	CPC Free Mail (note 6)	CAF Morale Mail (note 7)	Despatch Day	Despatch Frequency	Est. Del Time From CFPU.	Restrictions/Comments (note 8)
OP ADDENDA	No	x			DHL		Yes	Yes	Wed	Weekly	14 Days	
OP ARTEMIS - Bahrain	No	x				APO thru CFPU & Canada Post	Yes	Yes	note 5	note 5	note 5	note 5
OP CROCODILE	No	x				GAC	No	No	n/a	n/a	n/a	note 3 (Morale/Free mail in works)
OP CALUMET	No	x			DHL		Yes	Yes	Wed	Weekly	21 Days	
OP FOUNDATION -Bahrain	No	x				APO thru CFPU & Canada Post	Yes	Yes	note 5	note 5	n/a	note 5
OP FOUNDATION - Qatar	No	x				APO thru CFPU & Canada Post	Yes	Yes	note 5	note 5	n/a	note 5
OP FOUNDATION - Jordan	No	x				APO thru CFPU & Canada Post	Yes	Yes	note 5	note 5	n/a	note 5
OP HAMLET	No	x			DHL		Yes	Yes	Wed	Weekly	18 Days	
OP IMPACT - Kuwait	No		x	SF			Yes	Yes	Tues	Bi-weekly	4 Days	
OP IMPACT - Jordan	No	x			DHL		Yes	Yes	TBC	Biweekly	10 Days	
OP IMPACT - Baghdad	No	x				APO thru CFPU & Canada Post	Yes	Yes	note 5	note 5	n/a	note 5
OP IMPACT - Erbil	No	x		SF			Yes	Yes	Tues	bi-weekly	5 Days	
OP IMPACT - Lebanon	No	X			DHL		Yes	Yes	TBC	bi-weekly	10 Days	
OP JADE	No	x			DHL		Yes	Yes	Wed	Weekly	14 Days	
OP KOBOLD	No	x			DHL		Yes	Yes	Wed	Weekly	14 Days	
OP PROTEUS	No	x			DHL		Yes	Yes	Wed	Weekly	14 Days	
OP REASSURANCE - Poland	No	x			DHL		Yes	Yes	Tuesday	Bi-weekly	8 days	
OP REASSURANCE - Latvia	TBC	TBC	TBC	TBC	TBC		TBC	TBC	TBC	TBC	TBC	TBC
OP SNOWGOOSE	No	x				Uses CFPU 5051 service & BFPO from UK	Yes	Yes	Tues/Thurs	2x Weekly	7 Days	note 4
OP SORPRANO	No	x			DHL		Yes	Yes	Wed	Weekly	14 Days	
OP UNIFIER	No	x			FedEx		Yes	Yes	Tuesday	weekly	1 4 Days	note 11
WEST COAST DEPLOYED SHIPS	No		x			Thru FMO via Commercial carrier	Yes	Yes	note 10	note 10	n/a	note 10
EAST COAST DEPLOYED SHIPS	No		x			Thru FMO via Commercial carrier	Yes	Yes	note 10	note 10	n/a	note 10
CFPO 5051 - UK	Yes		x		DHL		Yes	Yes	Tues/Thurs	2 X Weekly	7 Days	
CFPO 5048 - Begium	Yes		x		DHL		Yes	Yes	Tues/Thurs	2 X Weekly	8 Days	
CFPO 5053 - GK Germany	Yes		x		DHL		Yes	Yes	Tues/Thurs	2 X Weekly	7 Days	
CFPO 5045 - Italy	Yes	x			FedEx		Yes	Yes	Thurs	Weekly	7 Days	
CFPO 5244 - Turkey	Yes	x			DHL		Yes	Yes	Wed	Weekly	8 Days	
CFPO 5233 - Colorado Springs	Yes	x				Thru CFPU & Canada Post	Yes	Yes	Mon	Weekly	n/a	
CFPO 5277 - Washington DC	Yes	x				Thru CFPU & Canada Post	Yes	Yes	Mon	Weekly	n/a	
CFS Alert - PO Box 5210	Yes	x		SF			Yes	Yes	Fri	Weekly	3 days	

CAF Postal Support Matrix

Notes:

- 1 One-Way Mail:** Provided when a Postal Clerk is **not** deployed; Mission/Location must provide a Postal POC.
- 2 Two-Way Mail:** Provided when a Postal Clerk **is** deployed.
- 3 Global Affairs Canada (GAC) Mail Restrictions**
 - : Limited to a maximum of 4 senders. List of senders sent to GAC through J4 Post;
 - : Entitled to 55Kg of mail per yer/27.5 Kg of mail for a 6 month period; These limits are strictly tabulated;
 - : Maximum package weight is 14Kg;
 - : Maximum package size 30 cm x 30 cm x 24 cm; and
 - : GAC only accepts packages delivered in person or by Canada Post.
- 4 British Forces Postal Services (BFPS) Mail Restrictions:**
 - : Sent through Canada Post to the BFPS to the serving British Forces Post Offices (BFPO);
 - : international rates apply;
 - : Cost covered by DND; and
 - : Two-way services are available at international rates for deployed personnel.
- 5 American Forces Postal Service (AFPS) Mail Restrictions**
 - : Sent through CFPB Back through Canada Post to the AFPS to the serving American Forces Post Office (APO);
 - : international rates apply;
 - : Cost covered by DND;
 - : Two-way services are available at international rates for deployed personnel; and
 - : Mail sent when received.
- 6 Canada Post Corporation (CPC) Free Mail:**
 - : Offered annually by Canada Post to Family and Friends of deployed soldiers;
 - : Lettermail is usually offered from 1 Jan to 31 Dec with renewal notifications occurring in approx. Nov of the previous year;
 - : Parcel mail usually offer from mid Oct to Mid Jan each year;
 - : No postage required for the duration of the programs; and
 - : Completely a Canada Post program which does not have to be renewed.
- 7 CAF Morale Mail:**
 - : A Morale and Welfare progam supported by the CFPS;
 - : Funded through local Bases/Wings/MFRPs that offer the service; and
 - : A free service to Family and Friends of soldiers.
- 8 CPC Mail Restrictions:**
 - : All Canada Post restrictions and prohibitions apply to all mail leaving and entering Canada; and
 - : the Canada Post Guide: International Destination guidelines used for Host country restrictions and prohibitions.
- 9 Sustainment Flights:** Sustainment flights are the preferred method for moving mail in and out of Theatre: to be used when/if available
 - : will be sent as per planned flight schedules.
- 10 Fleet Mail Office (FMO)**
 - : Provides support to respective costs deployed ships no matter where they are in the world:
 - : Mail moved when necessary and as coordinated with the local FMO and deployed fleet requirements.
- 11 DHL** to be used to move mail to the European Hub for non-compliant mail

BRIEFING NOTE: ESTABLISHMENT OF CDAO
OVERFLIGHT/ADMINISTRATION CLERK POSITION AT THE CANADIAN
EMBASSY IN QATAR

BLUF

Due to the complexity of clearances in the State of Qatar for Canadian military overflights and the visits of aircraft, ships, and personnel to military facilities in that country, there exists an immediate need to staff one civilian position to manage the interaction.

BACKGROUND

The use of Al Udeid Air Base in Qatar by coalition air forces and Canadian Armed Forces personnel embedded in the Combined Air Operations Centre has resulted in significant strain on the CDA Office in Abu Dhabi and the Canadian Embassy in Qatar as well as our military liaison staff based at Al Udeid. Diplomatic notes must be staffed for each individual wishing to gain access to Al Udeid Air Base. There is also a requirement for tracking the visa requirement for entrance into the country that is currently staffed by CJOC, home units, and Voyages in Ottawa.

Our embassies have expressed concerns with regards to the strain placed upon them and the number of personnel tasked to support these requirements. Currently there are only two permanent positions at the CDA office in Abu Dhabi that is responsible for Defence Relations in seven countries: Kuwait, Saudi Arabia, Bahrain, Qatar, the UAE, Yemen, and Oman. There has been staff augmentation in the form of one Assistant CDA at the rank of LCol/Cdr and approval for one term Locally Engaged Staff at that office.

The Canadian Embassy in Doha, Qatar has a very small staff of only five Canadian Based Staff (CBS) and six Locally Engaged Staff (LES). The need to staff diplomatic notes to the Qatari Government in support of the Canadian Armed Forces has placed an unrealistic demand upon an already fairly small organization supporting a large Canadian community in Qatar.

DISCUSSION

OP IMPACT is just the most recent of many missions in the region to support the Government of Canada's foreign policy in the region. With instability and the current fight against militants, it is unlikely that our presence will significantly decrease in the near term. Coordinating the entry of military personnel and equipment is a complex process that requires a high level of cultural and diplomatic understanding.

The upcoming signing of two Defence Cooperation Arrangements with the State of Qatar and the United Arab Emirates will potentially increase the level of activities in the region. In addition to their normal defence relations duties, the small staff at the CDA office has been working the approval process for ten separate military flights during the period of 1 through 20 December 2015 alone. This is for multiple countries, each with their own distinct requirements. With the significant amount of air and personnel traffic for Qatar alone, the addition of one Arabic speaking Locally Engaged Staff (LES) would

BRIEFING NOTE: ESTABLISHMENT OF CDAO
OVERFLIGHT/ADMINISTRATION CLERK POSITION AT THE CANADIAN
EMBASSY IN QATAR

significantly reduce this strain. The staffing of this position would better enable relationship building with personnel at the Ministry of Foreign Affairs in Doha, provide administrative continuity, and ease periods of CDA turnover.

A temporary clerk position was filled starting on 1 May 2016 as an emergency hire with funding approval for 90 working days. Significant administrative effort was taken in executing the staffing process. This clerk has proven invaluable during the last two months, assisting in resolving many base access issues and building our relationship and contacts with Qatar's military and Ministry of the Interior. Unfortunately, due to a lack of stable funding or certainty of continued employment, this excellent individual will be moving on to a different job with the Government of Qatar at the end of July 2016. Stable funding in a timely manner will reduce the stress on any future term employee.

RECOMMENDATION

It is recommended that DND immediately fund and staff a term position or emergency hire commencing as soon as possible. Our embassy in Qatar has space available for this clerk and a pool that has been vetted from which they can select an appropriate individual to replace the current emergency hire at the end of July 2016.

Prepared by: Deputy Canadian Defense Attaché, D.A. Coulombe, Cdr
Approved by: Canadian Defense Attaché, P-E. Roy, Col
Date prepared: 4 July 2016

National Défense
Défense nationale

Contract Demand (Construction Engineering)

Project WBS (if applicable)	Project title (if applicable) OP IMPACT- Erbil Camp			Location Erbil,Iraq	DCC project # (if applicable) 16-ESU-13			
Pre - Commitment Information								
Title: Construct Camp - Erbil Airport								
Pre-Commitment #:			Amendment #:	Amendment date:				
Line	Text	Fund centre	Fund	G/L acct	WBS element or cost centre	Internal order	Amount	FY
1	Construct Camp	C15003	C190	4120	0150M3	3701746	\$ 2500000	16/17
							\$	
							\$	
							\$	
							\$	
							\$	
						Total:	\$ 2500000	
Certified that an unencumbered balance is available pursuant to section 32 of the FAA:			DND Procurement initiation authority:					
Name / Title: LCol McCabe			Name / Title: L/Col M,W,J Rancourt, D/Comd RP Ops					
Signature:			Signature:					
Date: 21 July 16			Date:					
Commitment Information						Contract # (if applicable)		
Title: Construct Camp - Erbil Airport						63508CN		
Commitment #:			Amendment #:	1		Amendment date:	20-07-2016	
Line	Text	Fund centre	Fund	G/L acct	WBS element or cost centre	Internal order	Amount	FY
1	Construct Camp	C15003	C190	4201	0150M3	3701746	\$ 2500000.00	16/17
							\$	
							\$	
							\$	
							\$	
						Total:	\$ 2500000	
						Value		
Last encumbrance								
Change (increase/decrease)								
Revised encumbrance (total)						\$		
DRMIS - Prior FY expenditures (if applicable)								
Revised encumbrance (total)						\$		
Description of work or services:								
<p>1. Construct and install three (3) x 2 story a comm bldgs for 80 pers each complete with the nec electrical, ventilation, ablation requirements, concrete pad. Construct and install a Unit Medical Station (role 1).</p> <p>2. Construct and install the following pre-fab (PF) units: (a) Two (2) single story general office building, Office Bldgs, #1 and #2 (b) One,(1) single story office bldg (Office bldg. #3), (c) One (1) 2 story gen office bldg, Office bldg. #4, and (d) One (1) single story Detention Cell (DC) building.</p> <p>3. Construct and install four (4) x warehouse style bldgs including concrete pads poured to support the buildings;</p> <p>4. Install 1 prime gen & 1 Standby Gen (each 1 mWatt) and 1 ATS with 10,000l fuel tank w/power distrib.</p>								
Remarks (for ADM(IE) Internal use only)								
Distribution list								



Canadian Joint Operations Command

Commandement des opérations interarmées du Canada

CJOC J8 ‘CCI’ – Debrief to JTFI

7 July 2016

v4

A0638566_1-000093



J8 - Financial Mgmt

- DRMIS plan by cost ctr/IO (activity) – good
 - J8 needs to be advised of changes in reqrs that reqr funding (ie. If discussed in ops setting with CJOC Comd still reqrs staff fol up for funding)
 - Altho Op Fund, still recommend process to estb on/off ramps to manage funds (lack or surplus) in final T of FY, as well as for business plan forecasts for next

DoAs

- DoA Structure – Comd to 2 x BComd equivilents – one RC Mgr for all
 - Several RC Admins subordinate to J8 (should align better with actual Chain of Comd)
 - J8 will dft/recommend new structure for roto handover
 - Comd approves commercial travel – good process
 - Good managerial practice – more than just J8 pers have DRMIS access
 - Strongly recommended for Log/Sp offrs Capt and below
 - DoAs well organized/managed/maintained.



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

J8 - Hospitality/Events

- Well organized process, files well maintained
- CJOC staffed ltr for SEA Grant (Coins) – no response to date

NPF (J1 also)

- Constitution – complete, ‘donation’ for HC
- Monitor net revenue for end tour (eqittable distr)





JTFSC - Claims / Cashier

- Notable improvement post roto 2 however high rate of error noted in claims reviewed (approx 100 – mostly signed by current staff)

**Errors minor in total value on claims reviewed, however error rate indicates opportunity for higher value possible

- Recommendation discussed with ChAFO/CClk
 - 100% review/verification of all claims 1 Apr onwards with Sect 34 signed by pers currently in theatre – agreement. J8/1 will monitor/ensure consistent approach taken
- OR in good physical order (organized)

Cashier

- Cashier ops in good order – cash holdings/vouchers balance with WCF in DRMIS
- Need to ensure SOPs estb for St Advs issued to ensure holders understand requirements/ensure what is handed back will balance (RoE, etc)





Contracts/Invoices/Cr Cards

- Cr card invs must be stamped 34/pd
- RC Mgr only must review/Sect 34 monthly stmt (J8 – change?)
- Files well organized (Contracts as well as both LPOs)
- Staff receptive to comments/guidance for improvement
- Maint loc of Inv clk posn with Contracts (can sp OR but).

- DoA limits for JTFSC CO/Contracts O
 - No PIA in theatre (PAM ref **1.4.3.2.2.1 Specific Organization Mandatory Requirements**)
 - Reviewing CJOC J8 DoAs decision for Contract O template limits (will advise)





Exec/Comd Summary

- CCI Tm well rec'd – staff supportive of process
 - J8: Fin Mgmt, DoAs, Hosp, Travel, WriteOffs, NPF
 - J1: Claims, NPF
 - JTFSC: Procurement (Contracting, Acq Cards)
ChAFO: Cashier/WCF Verif, Claims
- 'Pass' in all areas, 'strong pass' in some, areas which reqr more effort very receptive to feedback
- J1 aval to provide more detail on R&R budget/ use to date
- Coins/Patches
- Purpose of visit 2(+) fold – staff interaction to improve awareness 'both ways' on issues, practices, etc.
- **Cooperation and transparency of staff much appreciated!**



BRIEFING NOTE FOR CJOC J3

CIVILIAN CLOTHING ALLOWANCE FOR OP IMPACT LOE4 CTAT STAFF IN JORDAN AND LEBANON

- References:
- A. CDS FragO 002 to Op IMPACT directive 002: CAF Partner Capacity Building in Jordan and Lebanon, 17 June 2016
 - B. Policy regarding civilian dress assistance allowance (CDAA) CBI 205.57
 - C. CJOC Op IMPACT LoE4 CTAT Jordan OLR Report – 9 to 12 July 16, 28 July 16
 - D. CJOC Op IMPACT LoE4 CTAT Lebanon OLR Report – 12 to 16 July 16, 2 Aug 16
 - E. BN for CJOC J3 – Civilian clothing allowance for Roto 3 Op IMPACT ministerial liaison team (MLT) staff (enclosed)
 - F. Proposed civilian clothing list (enclosed)

ISSUE

1. The Country Training Assessment Teams (CTAT) for both Jordan and Lebanon are in the process of completing their pre-deployment preparations for their mission in support of Op IMPACT LoE 4 Building Partner Capacity. It is proposed that a civilian clothing allowance be given to members of the CTAT before their deployment, to allow them to conduct required engagements in appropriate civilian attire, while conforming to Force Protection requirements.

DISCUSSION

2. The CTAT are planned to arrive in Jordan and Lebanon for 15 August 2016. As mandated by Ref A, the CTAT will wear civilian clothing while deployed, and customs dictate that the CTAT Lead and Chief Warrant Officer wear business suits while meeting with Host Nation (HN) officials. The Force Protection posture also requires the CTAT to wear civilian attire while transiting to training areas. A CTAT is planned to be composed of 8 members. While the CTAT Lead and Chief Warrant Officer are expected to meet regularly with HN officials, all CTAT mbrs are expected to have a requirement to wear civilian clothing in the conduct of their duties.

3. The civilian dress assistance allowance (CDAA) only provides each member on office duty with \$103/month (Ref B). Following the Operational Level Reconnaissance in Jordan (Ref C) and Lebanon (Ref D), both CTAT Leads confirmed the clothing requirements. Especially considering the extreme temperature expected, it is assessed that the CDAA lvl 5 amount is not adequate to meet the needs of the CTAT based on the expected requirements.

4. The Ministerial Liaison Team (MLT) identified a similar issue and requirement. CJOC J3 Middle-East assisted by CJOC COS Support has developed potential options to support the clothing request. It was decided that the MLT would be provided with an upfront allowance to purchase items based on a vetted list (Ref E). Members would also be entitled to the civilian clothing allowance while deployed. Following the precedent from the MLT, it is recommended that a similar authority be allowed for the CTAT members to receive an upfront allowance.

5. Using the same table as was employed for the MLT (Ref F), it is recommended that the CTAT mbrs be granted the upfront allowance. As all mbrs of the CTAT are expected to participate in engagements at one point, it is recommended the complete team receives the allowance. Only CTAT mbrs deployed on one-year rotation (6 months for Roto 0) would be entitled to this upfront allowance. Surge Training Teams mbrs are not entitled.

6. The upfront allowance comes with the following restrictions:

- a. Purchase. All CTAT personnel identified to receive the allowance will be authorized to purchase the items once they have completed the pre-deployment training. Each line item is identified for a specific maximum per item without taxes (GST, PST or HST), and an overall maximum for the entire purchase. No substitutions are permitted, nor are combining individual items' limits to augment other items. A copy of this BN to be attached to the claim to confirm authority for the reimbursement;
- b. Reimbursement. Reimbursement is to be a one-time process, processed on a CF 52 General Allowance claim. Funding is under the Operations Funding Account;
- c. Management. Normal care of the clothing is a personal responsibility, e.g. laundry. If items are destroyed through operations the items are to be replaced using the CDAA allowance; and
- d. Return. All items will be retained by the members;

RECOMMENDATION

7. It is recommended that the Clothing Allowance Upfront allowance be approved for the requirements of clothing for the CTAT mbrs. This reimbursement would be given as an operational requirement in relationship to reasonable needs in HN. COS Sp proposed list was vetted and supported for the MLT. Total cost for this Roto, including all mbrs of both CTAT would be a maximum of \$43.5k. It is recommended that the proposed allowance be supported with the caveats listed in para 6.

Approved / Not Approved

R.T. Ritchie

Col. R.T. Ritchie, J3

Prepared by: Maj O.G. Sylvain, J5 Middle East 1
Reviewed by: Lcol L. Aubin, J5 Middle East

Date prepared: 2 Aug 2016

BRIEFING NOTE FOR CJOC J3

CIVILIAN CLOTHING ALLOWANCE FOR ROTO 3 OP IMPACT MINISTERIAL LIAISON TEAM (MLT) STAFF

- References:
- A. Policy regarding civilian dress assistance allowance (CDAA) CBI 205.57
 - B. MLT proposed civilian clothing list (enclosed)
 - C. Email from Maj Berger, COS Support Coord, 22 Apr 16 (enclosed)
 - D. COS Sp recommended civilian clothing list (enclosed)

ISSUE

1. The MLT is currently in the process of completing pre-deployment preparations for their mission in support of Op IMPACT. The MLT Director is proposing a civilian clothing allocation that will allow the team members to conduct required engagements in appropriate civilian attire, while also conforming to Force Protection requirements.

BACKGROUND

2. The MLT team begins deploying in a phased approach starting Mid-May 2016 and is currently comprised of 22 members. 6 of the members will be deploying for a 12 month period, with the remainder serving for 6 months in various support roles. All members of the team will have a requirement to wear civilian clothing in the conduct of their duties.

DISCUSSION

3. The civilian dress assistance allowance (CDAA) only provides each member on office duty with \$103/mo (Ref A). The MLT Director has assessed that this amount is not adequate to meet the needs of his team based on their expected requirements.

4. CJOC COS Support staff has developed 3 potential courses of action (COAs) to support this request (Ref C), and they are outlined as follows:

- a. Monthly allowance (CDAA) is determined as sufficient, other missions are provided with a monthly allowance for civilian clothing where they have to wear civilian including business suit.; No additional Funds be authorized;
- b. Provide the MLT members with an upfront allowance to purchase items based on the vetted list. Members may also be entitled to the civilian clothing allowance while deployed; and
- c. Provide a 12 month advance of the civilian clothing allowance for initial purchase.

5. The MLT team has provided their proposed list of clothing for the upfront allowance (Ref B) along with the estimated costs associated with each item and quantities. The list has been revised by COS Sp staff (Ref D). Using previous deployment allowances as a reference for costing, considering inflation and based on the information available with regards to the details of the tasks, a rationalization of the proposed scaling was completed. Since 2012 none of the

Ref
E

Proposed CTAT Clothing Scale of issue

Stock Code	Item Description	DV/Item	Quantity Entitlement
20-0081026	Shirt, Men/Women's (Long sleeve)	\$55.00	5
20-0072190	Business suit (or female equivalent)	\$400.00	3
20-0081027	Necktie, Men's	\$32.00	4
20-0081028	Belt, trousers	\$32.00	1
20-0081029	Shoes Men/Women (Dress shoes)	\$105.00	2
20-0081031	Garment Bag	\$135.00	1
	Dress socks	\$9.00	5
20-0081022	Trousers/Casual	\$75.00	2
20-0081023	Shirt, Casual (short or long sleeve)	\$55.00	2
20-0081024	Belt, trousers (casual)	\$32.00	1
20-0081025	Shoes, comfort	\$105.00	1
20-A0L4355	Sport Jacket/Blazer	\$160.00	1
	Go Bag, civilian	\$135.00	1
	Total maximum	\$2717.00	

Ref
F

Proposed Ministerial Liaison Team Civilian Clothing List

Allowance applicable to all members required at the engagements

Stock Code	Item Description	DV/Item	Quantity Entitlement
Business Attire			
20-0081026	Shirt, Men/Women's (Long Sleeve)	55.00	5
20-0072190	Business Suit (or female equivalent)	400.00	3
20-0081027	Necktie, Men's	32.00	4
20-0081028	Belt, trousers	32.00	1
20-0081029	Shoes Men/Women's (Dress shoes)	105.00	2
20-0081031	Garment bag	135.00	1
	Dress socks	9.00	5
	Total		2025.00
Business-Casual			
20-0081022	Trousers/Casual	75.00	2
20-0081023	Shirt, Casual (short or long sleeve)	55.00	2
20-0081024	Belt, Trousers (casual)	32.00	1
20-0081025	Shoes, comfort	105.00	1
20-AOL4355	Sports Jacket/Blazer	160.00	1
	Go bag, civilian	135.00	1
	Total		692.00
	Overall Total cost:		2717.00

Proposed Ministerial Liaison Team Civilian Clothing Scale of Issue

Tier 1: MLT Director, RSM, Liaison Officers and LCAs
 Tier 2: MLT EA, Admin Support and Int O
 Tier 3: FP teams

*T1 : Lead + cwo
 T2 : J2/J4/J6
 T3 : Drivers /FP*

Stock Code	Item Description	DV/Item	Quantity Entitlement		
			Tier 1	Tier 2	Tier 3
Business Attire					
20-0081026	Shirt, Men/Women's (Long Sleeve)	70.00	5	3	TBD
20-0072190	Business Suit (or female equivalent)	800.00	3	1	TBD
20-0081027	Necktie, Men's	50.00	4	2	TBD
20-0081028	Belt, trousers	40.00	1	1	TBD
20-0081029	Shoes Men/Women's (Dress shoes)	150.00	2	1	TBD
20-0081031	Garment bag	200.00	1	1	TBD
	Dress socks	15.00	5	3	TBD
Business-Casual					
20-0081022	Trousers/Casual	75.00	2	2	TBD
20-0081023	Shirt, Casual (short or long sleeve)	75.00	2	2	TBD
20-0081024	Belt, Trousers (casual)	40.00	1	1	TBD
20-0081025	Shoes, comfort	175.00	1	1	TBD
20-AOL4355	Sports Jacket/Blazer	300.00	1	1	TBD
Utility					
20-0081012	Trouser, Utility	80.00	1	1	TBD
20-0081013	Shirt, Utility	75.00	2	2	TBD
20-AOL4363	Shirt, Fleece	70.00	1	1	TBD
20-0081014	Jacket, wet weather	260.00	1	1	TBD
20-AOL4358	Socks, hiking	15.00	3	3	TBD
20-0081021	Belt, trousers	40.00	1	1	TBD
	Kit bag, civilian	200.00	1	1	TBD
	Eye protection, civilian pattern	250.00	1	1	TBD
	Go bag, civilian	200.00	1	1	TBD

Annex C – Form 1016-7-1, Assignment of Contracting Authority to a Corporate Acquisition Cardholder**Section I – Employee/CF Member Acknowledgement of Contracting Authority to a Corporate Acquisition Cardholder**

I, Brian T Spence (individual's name) hereby request that contracting authority be assigned to me for use of a corporate acquisition card:

- I acknowledge that this card is to be used for official procurement as required in the course of my Department of National Defence (DND) regular duties;
- I understand that procurement and payments made using the card must stay within the contracting authority assigned to me by the RC Manager as detailed in Section 2;
- I shall protect the card and the card account number to prevent its unauthorized use and ensure it is not divulged to any other person (except a merchant with whom I am transacting on behalf of the government of Canada);
- Should the card be lost, stolen or suspected of being compromised in any manner, I shall advise the card issuing company and the Corporate Acquisition Card Custodian immediately; and
- I understand that this card is the property of the Government of Canada, loaned to me on behalf of the DND and in the event of wilful or negligent default of these obligations, Her majesty shall take recovery action, as deemed appropriate and permitted by law.

Employee's/CF member's signature: 

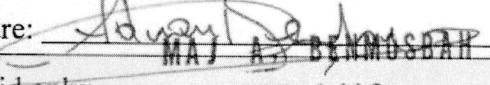
Date: 05 Aug 2016

Section 2 – RC Manager Assignment of Contracting Authority

I, Maj. A. Benmoubah RC Manager's name) hereby assign contracting authority to MS B.T. Spence (individual's name) for the purpose of purchasing and paying for goods/services while using a corporate acquisition card.

I will ensure proper processes are in place to control the use and storage of the card. I also recognize that purchases made by the cardholder will be in accordance with departmental contracting policy and within the authorities delegated to me in accordance with the delegation of Authorities for Financial Administration for the DND and the CF. Furthermore, I have made the cardholder aware of his/her obligations and ensured that the cardholder has proper training on the use of acquisition cards.

1. Financial limitations (maximum \$25,000): \$25,000
2. Functional limitations: \$250,000
3. Time limitations: Jan 2017 (maximum 6 months)
4. Internet transactions authorized Yes No

RC Manager's signature:  Date: : 5 August 2016

This assignment is valid only:

JTF-1/18

1. for the use of a corporate acquisition card;
2. within the financial and functional contracting limitations authorized by the RC Manager; and
3. for the period of six months from the date of signing (unless stated differently in section 2 by the RC Manager).

s.18(a)

FAM Chapter 1016-7-1 – Use of Acquisition Cards

Annex D – Form 1016-7-1, Corporate Acquisition Card – Master Control Register

Card number:		Card Name: J8OP IMPACT 03				
		Issue		Return		
Card user's Name	Date signed out	Activity: Details of requirement	Signature	Date of return	Amount	Signature
MS Brian T Spence	AUG 2016	OP IMPACT – ATF LPO				

s.17



Commander

Commandant

Joint Task Force - Iraq / Operation IMPACT
Force opérationnelle interarmées en Irak / Opération IMPACT

1775-1 (J1)

10 August 2016

Distribution List

SHOW TOUR REQUEST – OP IMPACT ROTO 3

Reference: A. A-PS-110-001/AG-002 Morale and Welfare Programs in the Canadian Forces
B. CDIO 1.4-11 Annex I

1. An opportunity exists for Op IMPACT to host a Show Tour funded by Canadian Forces Morale and Welfare Services. The only commitment required from CJOC would be assistance with transportation to and from theatre for Show Tour participants.
2. As funding has been identified in the current 2016/2017 FY, it is requested that the Show Tour be held between the period of 24 Sep – 2 Oct 16. Hosting a Show Tour prior to Thanksgiving would provide a significant boost to morale. It is requested that CJOC provide authorization for the Show Tour and support for transportation as required.
3. This is an excellent opportunity to provide Morale and Welfare to the troops deployed on Op IMPACT. Questions can be directed to my J1,

A handwritten signature in black ink, appearing to read "S. A. Brennan".
S.A. Brennan
Brigadier-General
Commander

Distribution List (see Page 2)

Distribution List

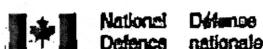
Action

Commander
Canadian Joint Operations Command Headquarters
101 Colonel By Dr
Ottawa ON K1A 0K2

Information

CJOC // COS Ops /
JTFSC CO // DCO / M&W Mgr
OSH CO// DCO
ATF-I // Comd / DComd
JTF-I // Visits O / PAO / J8

s.17



Minute Sheet - Note



Designation - Désignation UNCLAS	Security classification - Cote de sécurité
File no. - N° de dossier 1775-1 (J1)	TD - D.T.

Subject - Sujet

SHOW TOUR REQUEST

Dated - Datée

9 Aug 16

Referred to
Transmis àRemarks - Remarques
(To be signed in full showing appointment, telephone number and date)
(Attaché de signature, fonction, numéro de téléphone et date)

COS

Sir,

Enclosed is the Show Tour req to Comd CJOC.

Funding for the Show Tour performers will be provided by CFMWS. CJOC approval is requested for the transportation of the performers and their equipment to and from theatre.

Op IMPACT will be responsible to provide the venue, R&Q, local transport, work party to assist with set up, and an escort to accompany the tour. Normally a hospitality req is submit to provide snacks for the performers and Op IMPACT personnel during the performances.

The period 24 Sep - 2 Oct is being recommended as it is prior to RIPs starting and is just prior to Thanksgiving, a time when personnel could benefit from a boost in morale. There are 80 pers rotating out on 12 Oct so their replacements will be arriving approx 3 Oct. The svc fit bring pers in on 3 Oct 16 could be used to return the Show Tour performers. Accommodations will be limited after this period as the RIPs continue over the next month.

Maj
J1
2034

I agree this is
an ideal opportunity
for the show tour. The
benefits for troops in
the last few months of
their tour have also been
considered. Pushing the
date to the right would
be problematic w/ RIP.
Concur with the date, and
support as presented

DEH
TPTAR
10/8/16

chief

thoughts?

Seems like

an ideal

- date.

AE

COS

10/8

Comd

For approval.

COS Control

CDIO 1000 Series – Section Four -- Personnel Services
(as of 17 May 2012)

- b. DVD movies;
 - c. newspapers and news magazines to cover regional, national and international news; and
 - d. electronic news service referred to as INFOFLASH.
3. **Amenities Purchasing.** Non Public Fund (NPF) canteen and duty free (alcoholic beverages and tobacco) products may be ordered from the CFPSA by Task Forces deployed on international operations. These products shall be handled as NPF inventory and accounted for in accordance with para 1.
4. **Op Santa Claus (OSC).** OSC provides Christmas packages for Canadians (military and civilian) deployed on CEFCOM directed international operations. These gift packages include:
- a. gifts donated by Canadian companies and corporations;
 - b. Christmas messages from senior military such as the CDS, COMD CEFCOM, Chap Gen and CEO of the CFPSA; and
 - c. Christmas cards from DND and local community school children.
5. Major contributors to OSC are:
- a. **CFPSA.** Solicits donations from corporate Canada and coordinates the overall program;
 - b. **25 CFSD.** Receives and packages items into OSC boxes for shipment;
 - c. **3 CSU.** Ships OSC boxes into theatre; and
 - d. **NSE Welfare Staff in Theatre.** Receives and coordinates the distribution of boxes.
6. **Canada Day Celebration.** Distribution of Canadian memorabilia for the celebration of Canada Day.
7. **Remembrance Day Service.** Distribution of Poppies and Remembrance Day wreaths in honour and recognition of fallen comrades.

1.4-11 Annex I
– CF Show
Tours

1. **Background.** The CF Show Tour program is a long-standing public service established under the authority of A-PS-110-001/AG-003, *Administration of Personnel Support Programs in the Canadian Forces* and Treasury Board (TB) minute 472180 dated 18 Jun 1954. Each tour provides:
 - a. a multi-faceted variety show consisting of feature performers, musicians, dancers and master of ceremonies; and
 - b. approximately 2 ½ hours of non-stop entertainment per show.
2. **Host Support.** Each operation hosting a CF Show Tour will provide:
 - a. rations and quarters;
 - b. transportation for show tour personnel and equipment:
 - (1) to/from the applicable airhead; and

CDIO 1000 Series – Section Four – Personnel Services
(as of 17 May 2012)

- (2) in theatre;
- c. a military escort officer to accompany the tour;
- d. a show tour venue to include:
 - (1) stage – approximately 6M (20') x 12M (40');
 - (2) male dressing room;
 - (3) female dressing room;
 - (4) tables, chairs, lamps and mirrors for entertainers to use to put makeup on; and
 - (5) fresh fruit, water and snacks prior to and after the show;
- e. individual protection equipment if required;
- f. local travel documents if required;
- g. power requirements (200 amp, 3 phase, 16 MHz, 110 volts) for show sound and light equipment;
- h. briefings and receptions for entertainers as appropriate;
- i. security and force protection; and
- j. a work party:
 - (1) one electrician;
 - (2) one carpenter; and
 - (3) four personnel to assist with the loading/unloading of equipment and equipment setup on stage.

- 1.4-11 Annex J – Messes**
- 1. **Background.** For the most part, it is not practical to operate formal messes in austere environments. On deployed operations, messes in the traditional sense are not normally established or operated in accordance with CFAO 27-1, Messes.
 - 2. **Description.** Normally messes will not be established or operated at a deployed operation. Instead the term mess will refer to mission common areas that are established to provide a relaxing environment, to socialize, watch movies/television, enjoy recreational activities and consume alcohol in accordance with the TF policy. Under these circumstances and in accordance with CFAO 27-1, Messes, when a member proceeds to a deployed operation on temporary or attached duty in excess of 14 days, the mess subscription and special assessments shall be suspended at the parent unit until such time as the member returns to that unit.

- 1.4-11 Annex K – Mission Information Line**
- 1. **Background.** The Mission Information Line (MIL) is a bilingual toll free 1-800 telephone call-in service for families/friends of Canadian Forces personnel serving in operations outside Canada, as well as major operations within Canada. The line operates on an Interactive Voice Response (IVR) system that is available 24 hours per day, seven days per week from anywhere in North America.

CDIO 1000 Series – Section Four – Personnel Services
(as of 17 May 2012)

**– Morale And
Welfare
Funding
(Public)**

the Personnel Policy Framework approved by AFC in 1994/95, the delivery of MW support to deployed forces is a public responsibility. Public funding to CFPSCA HQ as the force generator will be provided from a CEFCOM central budget. Support areas that will be funded are:

- a. CFPSCA HQ staff in direct support of deployed operations;
 - b. MW personnel recruiting, selection and training;
 - c. temporary duty; and
 - d. other as required.
2. Public funding levels will be adjusted accordingly with respect to mission closures, downsizing, and unforeseen incremental requirements as they occur. The CFPSCA shall work closely with CEFCOM Staff and in particular J1 and J8 Fin Ops, to assess FY funding requirements for each operation and centrally funded requirements.
 3. Public Funding In Theatre – Major Operations. In theatre MW operations for major operations will be funded out of the mission O&M budget. Support areas that will be funded are:
 - a. NPF MW staffing;
 - b. R&R;
 - c. travel:
 - (1) HLTA;
 - (2) R&R;
 - d. CFRT (some baseline funding is provided by CMP);
 - e. CF Show Tour (some baseline funding is provided by CMP);
 - f. MW equipment; and
 - g. other as required.
 4. Public Funding In Theatre – Minor Operations. In theatre MW operations for minor operations and for operations of short duration will be provided from a CEFCOM central budget. Support areas that will be funded are:
 - a. R&R;
 - b. HLTA;
 - c. MW equipment; and
 - d. other as required.

**1.4-11 Annex C
– Sustainment
Of The Morale
And Welfare
Section**

1. Background. Once a MW organization is established, it becomes an integral part of the NSE. Throughout the operation, infrastructure and O&M support will be provided to the MW organization from mission resources.
2. Level of Support. As part of the NSE infrastructure the following support shall be provided to sustain in theatre MW operations:



Chief of Staff
Support

Chef d'état-major
Soutien

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

② D cond / cond

supported.

Keller seen

22 Aug 16

④ COS SP

What about
request for TPT
SP? Are we providing
SP or are they using CAF
or are they using RCAF
RCAF
EA
29/8/16

③
① NEED TRANSMITTER
SHEET AS
well
COS SP
PC.

⑤ PSP WILL
LIASE W
J4 - NOT UNLIKELY
SO PSP WILL
INVESTIGATE
→ →

DETERMINE CIR VS SERVICE.

- AS FOR LCDR CASTELL

J1; PLEASE

CONTACT HIM ~~DE~~ DIRECTLY.



① HOW WAS THIS
 STAFFED ROTO 2
 LBN OR LETTER
 ② WHERE IS TRANS SH.
 ③ " " IS PROOF
 OF FUNDING.
 PLEASE MAKE
 CHANGES + E

DESIGNATION - DÉSIGNATION
UNCLAS

FILE NO - N° DE DOSSIER

SUBJECT - SUJET Show Tour Request – Op IMPACT ROTO 3

	REFERRED TO TRANSMIS A	REMARKS - REMARQUES
J1	Sir, ①	<p>Refs A: Show Tour Request Op IMPACT ROTO 2, 30 Nov 15 B: Email Lisa Cameron/LCdr Castelli, 26 Aug 16</p> <p>1. File was returned as the original transmittal sheet has been misplaced. Furthermore, questions were proposed as to how this request was staffed for ROTO 2 and confirmation from PSP that they will provide the funding for this proposed Show Tour request.</p> <p>2. IAW ref A, enclosed is the ROTO 2 approval for the Show Tour.</p> <p>3. IAW ref B, Lisa Cameron, Senior Manager Deployment Support, CFMWS has re-confirmed that funding for this proposed Show Tour will be covered by CFMWS/PSP less provision of R&Q and ground transport.</p> <p>4. For your consideration and furtherance up the CoC.</p> <p>② 51 Looks in order 51 & J1 Ops</p> <p>③ COSSP Corrections made. for conti sign off MKA J1 26 Aug 16</p>

LCdr A. Castelli
 J1 Ops Exped 1
 945-2200

BRIEFING NOTE FOR COMD CJOC

REQUEST FOR SHOW TOUR – OP IMPACT

Reference: CDIO 1.4-11 Annex I – CF Show Tours

ISSUE

1. Op IMPACT is requesting approval to host a Show Tour prior to the end of March 2016.

DISCUSSION

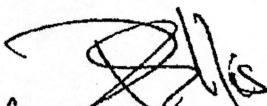
2. PSP has been made aware of this request and has verified the show tour can be funded by the Canadian Forces Morale and Welfare Services.
3. If approved, PSP would be seeking support from CJOC in way of service flights to transport the Show Tour personnel to and from theatre. If this is not a viable option, CAL can be utilized.

RECOMMENDATION

4. This type of event has a positive impact on the morale for our deployed members; it is recommended this request be approved.

Prepared by: Capt T.L. Decker, J1, 945-2295
Reviewed by: LCdr A.Castelli, J1, 945-2200
Resp Branch Head: Capt (N) P.W. Forget, J1, 945-2305
Prepared for: LGGen S.J. Bowes, Comd CJOC, 945-2340
Date prepared: 24 November 2015
RDIMS#: #390668

Approved/Not Approved


for LGGen S. J. Bowes
Comd CJOC

RAdm

30/11/15
Date

s.17

s.15(1)

UNCLASSIFIED

Commander

Commandant



Joint Task Force - Iraq / Operation IMPACT
Force opérationnelle interarmées en Irak / Opération IMPACT

30 October 2015

Distribution List

SHOW TOUR REQUEST – JTF-I ROTO 2

1. An opportunity exists for Op IMPACT to host a Show Tour funded by Canadian Forces Morale and Welfare Services. The only commitment required from CJOC would be assistance with transportation to and from theatre for Show Tour persons.
2. Hosting a Show Tour after the Christmas holidays would provide a significant boost to morale at a time when it would be needed most. As funding has been identified in the current 2015 / 2016 FY, it is requested that the Show Tour be held prior to end-March 2016. It is requested that CJOC provide authorization for the Show Tour and support for transportation as required.
3. This is an excellent opportunity to provide Morale and Welfare to the troops deployed on Op IMPACT. Questions can be directed to my J1,

M.H.L. Bourgon
Brigadier-General
Commander

Distribution List

Action

CJOC // Comd

Information

CJOC // COS
JTFSC CO / DCO / M&W Mgr
ATF-I // Comd / DComd
JTF-I // Visits O / PAO

1/1

UNCLASSIFIED

Castelli LCdr A@CJOC HQ@Ottawa-Hull

From: Cameron L@CMP PSP@Ottawa-Hull
Sent: August-26-16 12:02 PM
To: Castelli LCdr A@CJOC HQ@Ottawa-Hull
Subject: CAF Show Tour - OP IMPACT Sept 2016

LCdr Castelli,

As per the CEFCOM/DGPFS SLA dated 6 Nov 08 sec. 4.1.7 (an updated ver. is pending signature), CFMWS/PSP is responsible to administration, coordination, and contracting of the CAF Show Tour program to provide one show per six month rotation to requesting missions. Typically, the costs of this M&W program is absorbed by mission O&M funding. However, for the purposes of the proposed tour to OP IMPACT tentatively scheduled 24 Sept – 2 Oct, CFMWS/PSP will be providing funding for contracting of talent and equipment, commercial travel (if no SF avail.) and incidentals for participants. Provision of R&Q and ground transport will remain the responsibility of OP IMPACT.

Regards,

Lisa Cameron

Sr. Manager, Deployment Support |
Canadian Forces Morale and Welfare Services (CFMWS) /
Services de bien-être et moral des Forces canadiennes (SBMFC)
National Defence | Défense nationale

Lisa.Cameron@forces.gc.ca

Téléphone | Telephone 613-995-8822 BB| 613-220-0109
Gouvernement du Canada | Government of Canada

**SERVICE LEVEL AGREEMENT (SLA)
BETWEEN
CANADIAN FORCES MORALE AND WELFARE SERVICES AND
COMMANDER CANADIAN JOINT OPERATIONS COMMAND**

References:

- A. Treasury Board Directive 689194
- B. CDS Guidance dated 26 January 2004
- C. 7000-1. 15 December 2005 (NPF Accounting for Deployed Operations – Division of Responsibilities) (to be researched)
- D. CEFCOM/CFPFSS Service Level Agreement 8 November 2008
- E. PSP Manual Chapter 2-1 Rest and Recreation
- G. QR&O34.30 (2)(d) Provision of Medical Care to Civilians
- H. QR& O 35.12 Provision of Dental Care to Civilians

1. Background General

- 1.1 Reference A provides that "*A reasonable level of goods, services and recreational facilities should be available to Canadian Forces personnel in their areas of service.*" For deployed operations this level of support is dispensed through the Morale and Welfare program. Morale and Welfare programs are operational imperatives that enhance the operational effectiveness of deployed forces.
- 1.2 Reference B. provides CDS guidance directing the development and delivery of Morale and Welfare programs through the Personnel Support Programs and CANEX divisions of Canadian Forces Morale and Welfare Services (CFMWS).
- 1.3 The Morale and Welfare program provided to designated deployed operations may consist of the following components:
 - 1.3.1 Retail facilities and /or online retail: as determined jointly with the deployed task force, through CJOC and CFMWS, provide basic amenities such as a range of toiletry products, consumer goods such as badges, electronics and souvenirs, snacks and such other products as may be considered appropriate;
 - 1.3.2 Barber/Stylist services;
 - 1.3.3 Management and delivery of fitness, sports, recreation programs and services, special events, and facilities;
 - 1.3.4 Travel services to provide Home Leave Travel programs (HLTA) for CJOC missions. All home leave travel will be booked through the PSP travel (Headquarter NPF staff and deployed NPF staff);

- 1.3.5 Travel services to assist deployed service members proceeding on third location HLTA;
- 1.3.6 Arrange for travel services to facilitate home leave travel assistance (HLTA), Family Reunion Travel (FRT);
- 1.3.7 Provision of Rest and Recreation (R&R) activities in designated locations;
- 1.3.8 Provision of Third Level Decompression (TLD) Recreational activities in designated locations;
- 1.3.9 Management of Morale and Welfare personnel;
- 1.3.10 Non-public fund accounting services (as required);
- 1.3.11 Mess management and facilities when established in designated theatre of operations;
- 1.3.12 Contracting, planning and management of Show Tour program; and
- 1.3.13 Amenities and entertainment resources.

2 Principles of Support

- 2.1 The responsibility for the provision of Morale and Welfare programs to deployed forces rests with the task force commander or ships captain; and
- 2.2 CFMWS, through the Personnel Support Programs (PSP), acts as the force generator and technical authority for the delivery of a range of approved Morale and Welfare programs and services to deployed forces.

3. Purpose

- 3.1 This SLA replaces Reference D.
- 3.2. The purpose of this SLA is to confirm the framework for an effective working relationship between Comd CJOC and CFMWS/PSP that:
 - 3.2.1. Defines the level and sources of funding for CFMWS Morale and Welfare programs and services to be provided for CJOC deployed operations;
 - 3.2.2. Defines the level of Comd CJOC commitment and support necessary for effective delivery of Morale and Welfare programs; and

- 3.2.3. Defines service delivery standards for Morale and Welfare programs and services.

4. CFMWS Deliverables to Comd CJOC

4.1. CFMWS commits to providing the following support to CJOC missions:

- 4.1.1. Maintain a full time headquarters staff for the purpose of providing Morale and Welfare services and staff to Comd CJOC and to provide technical support and oversight to deployed Morale and Welfare programs;
- 4.1.2. Provide for travel services to facilitate home leave travel for CJOC missions;
- 4.1.3. Provide accounting and oversight of non-public property for CJOC missions (as required);
- 4.1.4. Force generate non-public fund staff to fill Morale and Welfare staff positions for the CJOC deployed missions;
- 4.1.5. Operate a Family Information Line for access by family members of personnel deployed on CJOC missions;
- 4.1.6. Generate Canadian Forces Show Tour on designated CJOC missions when requested;
- 4.1.7. Provide Morale and Welfare amenities and Welfare funding for CJOC missions;
- 4.1.8. Arrange for the provision of travel services on behalf of individual members of designated task forces through a memorandum of understanding with a third party travel service provider;
- 4.1.9. Conduct staff assistance visits and technical assistance visits as required to maintain the required level of Morale and Welfare support and to ensure compliance with policies and procedures;
- 4.1.10. Provide staff and expertise to organize and manage TLD and R&R site programming when requested;
- 4.1.11. Provide retail services to CJOC missions as requested; and
- 4.1.12. Provide barber/stylist services to CJOC missions as requested.

5. Comd CJOC Deliverables to CFMWS

5.1. Comd CJOC commits to providing the following to CFMWS:

- 5.1.1. Funding from the Operational Forces Account (OFA) for training, salaries, and transportation costs to and from theater, expenses incurred during the Departure Assistance Group process and salary benefits (such as insurances costs, HA/RA, FSP, HAB, PSP uniforms, etc) for NPF employees deployed on CJOC missions;
- 5.1.2. When the tempo changes CJOC will fund Headquarter PSP staff to support the change in tempo;
- 5.1.3. Access to TF sites for CFMWS deployed support staff in order to conduct required technical assistance visits and staff inspections;
- 5.1.4. Necessary infrastructure and services in theatre for the conduct of Morale and Welfare programs and services;
- 5.1.5. Access to transportation for the delivery of retail products, amenities services and welfare equipment to deployed operations in accordance with operational priorities;
- 5.1.6. Provision of Reg Force, Reserve Force pay accounting services for the payment of individual home leave travel entitlements on behalf of task force members;
- 5.1.7. In theatre support for Morale and Welfare staff, to include rations and quarters, in theatre transportation, HLTA and R&R services, TLD, personal protective equipment (including NDC uniforms) to an equivalent standard provided to CAF members, and medical and dental services for staff who are Canadian citizens or permanent residents of Canada, in accordance with references G and H; and
- 5.1.8. Provision of funding for Canadian Armed Forces Show Tourrs.

6. Employment Policies

- 6.1 NPF staff engaged for Morale and Welfare programs and services in a theatre of operations will be Category II non-public fund employees with a maximum of 56 hours per week and paid on salary rather than as an hourly wage;
- 6.2 NPF staff engaged for Morale and Welfare programs will be employed on a probationary basis for the duration of their deployment and as

such may be released from employment for failure to meet performance standards and/or discharged for cause at any time during their deployment;

- 6.3 Part 2 of the Canada Labour Code, concerning work place safety remain in effect for civilian staff engaged for Morale and Welfare programs in a deployed operation;
- 6.4 NPF staff employed in a theatre of operations shall be granted leave (HLTA), TLD and R&R opportunities similar to than that received by military personnel in the same theatre. Pre and Post leave allowance will be determined by CFMWS; and
- 6.5 NPF staff shall report to the Welfare Manager (or the Senior PSP staff) who shall in turn report to the joint task force commander or as determined by the task force commander.

7. Duration of Agreement

- 7.1 This service level agreement shall remain in effect until cancelled in writing by either party to the agreement or their successors; and
- 7.2 This agreement replaces reference E on the date of the final signature.

Signatures



Public Affairs Support to Operation IMPACT

Building Partner Capacity

CTAT

15 August 2016

CJOC Public Affairs



CANADIAN JOINT OPERATIONS COMMAND / COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

PA Posture

- PA posture for Op IMPACT is ACTIVE *within mission limitations* and:
 - OPSEC / PERSEC; Host Nation sensitivities;
 - Coalition/AFCENT PA and Canadian Govt communications
- Many aspects of the PA approach are still in development but we envision that the PA posture for Building Partner Capacity in Jordan and Lebanon will also be Active within Host Nations considerations, OPSEC and PERSEC limitations, in sync with Whole of Govt comms approach. Comms activities will be identified by CJOC PA and coordinated with JTF-I HQ and ADM(PA)/SJS PA. All concerned will be consulted at all steps to ensure complete awareness and concurrence.





Designated Spokespersons

- CTAT Comd – to be confirmed. With JTF-I HQ and Comd CJOC approval.
- JTF-I Comd is approved spokesperson at theatre level.



CANADIAN JOINT OPERATIONS COMMAND
 COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Holding Lines

- Should you be approached by media or members of the 'public', the following CJOC approved language can be used:
- In support of the Government of Canada's comprehensive strategy and commitment to international peace and stability, Op IMPACT's refocused mission is intended to help set the conditions for the long-term success of regional partners, including through contributions to Building Partner Capacity in Jordan and Lebanon.
- As part of Building Partner Capacity, the CAF are deploying two Canadian Training Assessment Teams (CTAT); one to Jordan and one to Lebanon. The CTAT role is to identify, establish and synchronize periodic training programs to be conducted with the Jordanian Armed Forces and the Lebanese Armed Forces respectively. The CAF, through the CTAT, are working in close coordination with our Jordanian and Lebanese partners in assessing how we can best support their training requirements.
- Building Partner Capacity in these two countries will promote increased security, contributing to regional security and stability.
- As the CTAT work is still in the early stages, it is not possible at this time to provide any further details. Rest assured that we will provide information on the progress made or the expected outcomes as soon as it will become possible.





PA Support

- Immediate PA support is provided by JTF-I PA.
- JTF-I PA Contact:
 - Maj Mark Peebles: mark.peebles2@forces.gc.ca
 - Tel: 613-996-7811 and ask for 86-353-2202 / CSN: 353-2202
 - Maj Peebles is on HLTA until August 29. In his absence:
 - Maj Giselle Holland: giselle.holland2@forces.gc.ca
- CJOC PA is always available to provide support.
 - Maj Isabelle Bresse, CJOC PA Exped
 - 613-993-6984 or BB: 613-762-1320 after hours – call to ensure I will pick up during night hours.
- ❖ CJOC Duty Officer is 'on' 24/7 and can be reached via the CFICC.





Social Media – Personal Accounts

- Identification on social media of a member's connection to the mission or theatre of ops is strictly forbidden and will result in immediate administrative and disciplinary action. (CJOC Op ORDER 003 – 17 Jun 16)





Public Affairs for Critical Incidents

- Comd CJOC is releasing authority for information pertaining to critical incidents involving deployed personnel
- If any thing out of the ordinary happens, contact JTF-I PA, or the CFICC !!
- PA can only help if we are aware.





Questions?

Contacts

- Maj Isabelle Bresse – Op IMPACT SPAO
Desk: 613-993-6984; after hours: 613-762-1320
isabelle.bresse@forces.gc.ca
- Capt Vincent Bouchard – Op IMPACT PA Desk O
Desk: 613-993-6898;
vincent.bouchard@forces.gc.ca



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Présentation aux directeurs Visites médiatiques Op IMPACT

7 sept 2016

NON CLASSIFIÉ



A0638570_9-000132

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

BIENVENUE

- Lcol Eric Chamberland Chef des Affaires publiques COIC
- Objectifs de la présentation
- Cette présentation n'est pas pour publication ou attribution
- 20 minutes pour la présentation ensuite questions et discussion
- 60 minutes total
- Fiche de documents

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Aperçu de la présentation

- Dates potentielles pour les visites;
- Aperçu des activités lors d'une visite;
- Raison d'être des Règles de base visite médiatique;
- Modalités de voyage;
- Gîte et couvert // espace de travail;
- Visas et autres documents requis;
- Condition physique et médicale;
- Équipement de protection individuelle;
- Soumission d'intérêt– Inscription;
- Sélection des médias - processus;
- Notification de la sélection - processus; et
- Période des questions.

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Dates potentielles pour les visites

- Nous pouvons offrir des visites médiatiques pour Op IMPACT
- Pas un programme de média intégré comme pour l'Afghanistan. Il s'agit d'une mission différente, dans un théâtre différent, avec des capacités d'accueil différentes
- Première visite médiatique entre la mi et fin octobre 2016
- Visites médiatiques effectuées une fois aux quatre mois environ
- Horaire des visites et considérations opérationnelles
- L'annulation est toujours une possibilité

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Aperçu des activités lors d'une visite

Fiche de documents contient cette information

KUWEiT:

FOI-I QG Présentation

FOA-I QG Présentation

CRTS Présentation

CSFOI Présentation

ÉLM Présentation

IRAK du Nord:

Instruire, conseiller et aider Présentation

Dét Avn Tact Présentation

Hôpital Role 2 Présentation

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Règles de base pour visites médiatiques

- Fournies dans la fiche de documents
- Contraintes variées et les réalités du théâtre
- Décision informée quant à une visite et qui envoyer
- Comprendre la culture et l'environnement des FAC
- Expérience de couverture d'un théâtre opérationnel un avantage

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Modalités de transport

- Transport aller et intra-théâtre fourni par les FAC
- CC-177 Globemaster de Trenton
- Vous êtes responsable pour le vol de retour à partir de l'Irak
- Horaire des vols de maintien en puissance sera communiqué quelques 30 jours à l'avance. Ceci servira de confirmation pour la date de la visite
- Toujours être prêt à faire vos propres arrangements à vos frais

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



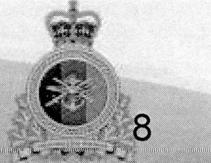
COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Vol de maintien en puissance Op IMPACT



Note: À titre indicatif
Durée estimée du vol
sens unique: 18 heures

NON CLASSIFIÉ



A0638570_16-000139

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Gîte et couvert // Espace de travail

- Le gîte et les repas seront fournis (accomodations militaires)
- Préférence et restrictions culinaires
- Gîte – apporter votre oreiller
- Un espace travail sera fourni selon les capacités limitées du camp
- Amener vos outils de travail – la FOI ne fournira pas les ordinos, imprimantes, téléphone, caméras, etc
- Transmission du théâtre sera difficile voire impossible

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Visas – Documents de voyage

- Vous êtes responsables de l'obtention des Visas, passeports et autres documents officiels pour entrer au Kuweït et Irak
- Vous êtes responsables de l'obtention des accréditations requises auprès des autorités nationales afin de pouvoir conduire les activités médiatiques
- Seront requises pour l'Irak, et non-requises pour le Kuweït
- Planifiez pour les délais requis – par ex: 4 à 6 semaines pour un visa irakien

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Condition physique et médicale

- Physiquement demandant en raison de la chaleur, du décalage horaire, etc
- Un examen médical préalable est recommandé
- ‘Un homme/une femme – une trousse’
 - Nécessité de transporter son propre équipement et bagages personnels, incluant l’équipement de protection individuelle

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Équipement de protection individuelle

- L'équipement de protection individuelle (PPE) sera obligatoire et devra être porté en certaines circonstances
- Gilet pare-éclats
- L3 plaques
- Casque de Kevlar
- Lunettes de protection (balistique)
- Vous êtes responsables de l'acquisition de cet équipement

NON CLASSIFIÉ



12

A0638570_20-000143

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Soumission d'intérêt– Inscription

- ‘Comment être de la partie?’
- Feuille d’inscription dans la fiche des documents
- Sélectionner une plage préférée et une de second choix
- Soumettre vos choix via le Bureau de relations avec les médias (613-996-2353)
- Soumissions pour la première visite mi à fin octobre devraient être faites d’ici le 8 sept 12 h 00 afin d’allouer suffisamment de temps pour les préparatifs
- Soumissions pour les autres visites devraient être faites au moins 50 jours à l’avance

NON CLASSIFIÉ





Sélection des médias - processus

- Maximum de trois agences médiatiques par visite
- Maximum de six membres des médias par visite
- Sélection de premier niveau et de second niveau
- Un processus juste et équitable
- Représentation équilibrée: TV, radio, presse écrite, Web - anglais et français
- Sélection est finale, sauf si un média choisi se retire. La sélection de second niveau dans la même catégorie sera activée.

NON CLASSIFIÉ



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Notification de la sélection - processus

- Tous les efforts pour informer de la sélection au moins 45 jours à l'avance de la visite
- Notification via courriel commun à toutes agences inscrites, suivie d'un appel aux agences sélectionnées
- Un officier d'affaires publiques du COIC vous sera attribué pour aider avec les questions reliées à la préparation

NON CLASSIFIÉ



15

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

QUESTIONS

DISCUSSION

NON CLASSIFIÉ



16

A0638570_24-000147

BRIEFING NOTE FOR COMD

PASSPORT AND VISA SITREP

ISSUE

1. The timely acquisition of passports and visas is getting a lot of heat and light presently. This BN is intended to provide the most recent and updated information available on the two issues.

DISCUSSION

2. Passports and visas are two very different issues. We have been very successful over the past 18 months in working with Official Travel (OT) on obtaining short notice passports. "Official Passports", Green and Red, are normally processed within a week of receipt of a complete application. We have had tremendous success in getting these done in emergency situations in as little as a day. We do not seem to need any special influence or reach-in to OT to get these done very quickly when required. (Last week we had nearly 70 green passports prepared for members from Petawawa in 4 days). Passport acquisition is not a significant problem.

3. Visa approvals are where we run into time delays. The visa approval process is under the complete control of the issuing country. We have had success with some countries in getting short notice visas for emergency travel but other countries will not accept any special cases or circumstances. Iraq is foremost in our current reality but Qatar is another that we struggle to work with.

4. Global Affairs Canada has been engaged by ADM Pol on numerous occasions to facilitate urgent prioritisation of visa applications. In *in extremis* cases, GAC would provide a diplomatic note to accompany visa applications into Embassies requesting special consideration and expeditious processing of the application. However, GAC's interpretation of "urgency" differs greatly from that of DND/CAF and in recent months geographic desks with active operations have increasingly taken the stance that *in extremis* situations should only occur at maximum once a year and that GAC will no longer consider frequent requests for diplomatic cover notes for DND/CAF applications. OT does not have the authority to issue diplomatic notes as they no longer fall under GAC. Instead, they draft a letter of consideration to the Embassy to accompany visa requests. Many Embassies are still wrapping their heads around the authorities and prioritisation they should afford these letters.

4. The current situation for Iraqi visas is as follows:

- a. The Iraqi Embassy only accepts visa applications from OT on Mondays and Wednesdays;
- b. They have stated that they will only process 10 visa applications per day from OT (No idea why this is);
- c. All visa requests are transmitted to Baghdad who then review and authorize the issue of the visa. There is a minimum 3 week turn around and more often 4 weeks.

- d. The Embassy contacts OT usually once a week to send someone to pick up the approved visas.
- e. OT gets the approved visas out to members as soon as they receive them.

5. Ramadan and Eid contributed to a significant backlog build-up of visa requests at both OT (because the Embassy was frequently not open), and at the Embassy because work both at the Embassy and in Baghdad grinds essentially to a halt during that extended period.

6. We have finally started to see some of the visa requests that have languished in the system from as far back as June. We got involved on 26 July and are hoping to see those start trickling back in the next week.

CONCLUSION

7. Obtaining passports has not been a significant problem in most cases. Visas for Iraq will continue to take the better part of a month; we have no way to influence this timeline.

Prepared by: Cdr C.T. Persson, J1Ops, 945-2971

Reviewed by: Capt(N) W.J. Quinn, J1, 945-2305

Consulted: Ms. L. Higgins Schlagel, POLAD ME/Africa, 945-2384

Date Prepared: 17 August 2016

RDIMS #411203

Page 150
is withheld pursuant to sections
est retenue en vertu des articles

13(1), 15(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

**Pages 151 to / à 153
are withheld pursuant to section
sont retenues en vertu de l'article**

15(1)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

BRIEFING NOTE FOR COMD CJOC

REQUEST FOR SHOW TOUR – OP IMPACT

Reference: CDIO 1.4-11 Annex I – CF Show Tours

ISSUE

1. Op IMPACT ROTO 3 is requesting approval to host a Show Tour held between the periods of 24 September – 2 October 2016.

DISCUSSION

2. PSP has been made aware of this request and has verified the show tour can be funded by the Canadian Forces Morale and Welfare Services.

3. Op IMPACT ROTO 2 conducted a Show Tour at the end of March 2016 and it was a success with positive feedback for CFMWS.

4. PSP will investigate the possibility of utilizing a service flight to bring the Show Tour into Op IMPACT. If no service flight is available, CAL will be utilized for the Show Tour funded by PSP.

RECOMMENDATION

5. This type of event has a positive impact on the morale for our deployed members; it is recommended that Comd CJOC approve the CAF Show Tour for Op IMPACT ROTO 3.

FLAGS

Flag A: Show Tour Request – Op IMPACT ROTO 3, 10 August 2016

Prepared by: LCdr A.Castelli, J1 Ops ME, 945-2200
Reviewed by: Cdr C. Persson, J1 Ops, 945-2971
Resp Branch Head: Capt (N) W.J. Quinn, J1, 945-2305
Prepared for: LGen S.J. Bowes, Comd CJOC, 945-2340
Date prepared: 16 August 2016
RDIMS#: #411099

Approved

S. Bowes
LGen S. J. Bowes
Comd CJOC

30 Aug 16
Date

PROTECTED A**s.15(1)****s.17****s.19(1)**

Commander

Commandant



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

3350-01 (J1 – RDIMS #409543)

31 August 2016

Distribution List

**DESIGNATION OF COMMANDING OFFICERS –
OPERATION IMPACT JOINT TASK FORCE IRAQ**

References: A. CDS Order – Designation of Commanding Officers, 19 August 2013
B. QR&O 101.07 – Training and Certification of Superior Commanders and Commanding Officers

I. I hereby designate the following officers to exercise the powers of a Commanding Officer in respect of all Canadian military, civilian and exchange personnel attached to their respective organizations within JTF-I for Op IMPACT.

Service Number	Rank / Name	Position(s)
		CO ATF-I TacHel Det
		CO ASIC
		CO ATF-I OSE

2. Appropriate terms of reference must be developed and issued to the above officers. All personnel listed above have met the training standard in accordance with reference B, and must continue to meet the requirements during their designation as Commanding Officer. This designation is effective upon transfer of command authority and will be in effect until redeployment or until rescinded at my direction.

S.J. Bowes
Lieutenant-General

Distribution List (page 2)

1/2



National Défense
Défense nationale

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A0638574_1-000155

PROTECTED A

Distribution List

Action

Comd JTF-I

Information

CJOC //COS Ops/J1/J3/J8/LEGAD
Comd ATF-I

2/2

PROTECTED A

PROTECTED A/PROTÉGÉ A
(UNCLASSIFIED Without Enclosures)

Control No: CJOC2016-1108654 Organization: CJOC
 Releasable To:
 Doc Type: LETTER Doc Date: 13/09/2016
 Input Date: 13/09/2016 Final Due:
 RDIMS No:
 File Classification:
 Subject: DESIGNATION OF COMMANDING OFFICERS - OPERATION IMPACT JOINT TASK FORCE
 IRAQ

CONTACTS

ROUTINGS

Assigned Date	Assigned To	Task/Detail	Complete By	Completed On	Int'l:
13/09/2016	CJOC/COMD	SIGNATURE			
13/09	CCS SP	signed; for dist to theatre as rec. - pls ensure CJOC see get copy — MTAO			PA EA
13/09	Secretariat	for distribution	CCS SP	13/09	PA
14 Sep 16	CR	PA + Distribute.	Mjm/MRsm	14 Sep 16	L
			CJOC CR STARTOP MAIL - REGISTRY SEP 14 2016 REGISTRY # AM		

s.15(1)

s.17

National Defence	Défense nationale	Designation – Désignation PROTECTED A	Security classification – Cote de sécurité
Minute Sheet – Note		File no. – N° de dossier 3350-01	TD – D.T.
Subject – Sujet DESIGNATION OF COMMANDING OFFICERS - OP IMPACT - IRAQ ROTO 3		Dated – Datée 12 Sep 16	
Referred to Transmise à	Remarks – Remarques (To be signed in full showing appointment, telephone number and date) (Attaché de signature, fonction, numéro de téléphone et date)		
① J1	<p>Sir,</p> <p>Refs: A. 3350-1(J1) dated 11 September 2016 B. RDIMS #403685 dated 19 May 16 C. RDIMS #402942 dated 6 Jun 16</p> <p>1. At ref A, Comd JTF-I has requested to re-distribute his COs to ensure designated officers have disciplinary powers over their respective organizations as well as to cover gaps while key leadership personnel are away on Mission Leave.</p> <p>2. Initially was designated CO JTFSC at ref B, as a result of the realignment of responsibilities he will now assume responsibilities as CO JTF-I. At ref C, was designated as CO OS Hub (Kuwait), she will assume responsibility as CO for JTFSC as well as CO OS Hub (Kuwait).</p> <p>2. Request Comd CJOC's designation of COs for the aforementioned officers, Sir.</p> <p><i>[Handwritten Signature]</i></p> <p>J. Clark Lt(N) J1 Exped Desk Officer 945-2295</p>		

DND 317 (3-90) 7530-21-904-3144

Design: Forms Management 613-993-4050 – Conception : Gestion des formulaires 613-993-4062 (12-03)

② J1
Sir,
for your review
and furtherance
to COs SP.

[Signature]
S.A. McKay
LCol
D/J1
12 Sep 16

③ COs SP
Sir,
FOR Review,
M. [Signature]
15 Sep 16

④ Comd
Comd JTF-I needs
to align auths with
new COs for these
two LCol.

[Signature]
COs SP
15 Sep 16
A0638574_4-000158

PROTECTED A

s.15(1)
s.17
s.19(1)



Commandant

Joint Task Force - Iraq Operation IMPACT
Force Opérationnelle Interarmée - Irak Opération IMPACT

3350-1 (J1)

// September 2016

Distribution List

**DESIGNATION OF COMMANDING OFFICER-
OP IMPACT JOINT TASK FORCE- IRAQ ROTO 3**

References: A. CDS Order – Designation of Commanding Officers, 19 August 2013

B. Canadian Forces Organization Order (CFOO) 9518 051200Z OCT 12

C. QR&O 101.07 – Training and Certification of Superior Commanders and Commanding Officers

1. In accordance with Ref A, I hereby request that the following officers be designated as Commanding Officers (COs) to their respective organizations for Op IMPACT Roto 3:

Service Number	Rank / Name	Position	Date of POCT
		CO JTF-I Det	31 May 2015
		CO OS Hub (Kuwait) and CO JTFSC	31 March 2014

2. It is confirmed that the officers identified above meet all the training standards found at Ref C. The designation of these COs will enable JTF-I leadership to have full disciplinary powers over their own organization. Furthermore, it will cover any gaps in jurisdiction while key personnel are away on Special Leave (Mission).


S.A. Brennan
Brigadier General

Distribution list (next page)

1/2

PROTECTED A

PROTECTED A

Distribution list

Action

Commander CJOC

Information

CJOC HQ Ottawa//COS Ops/J1/J3/J8/LEGAD//

JTF-I HQ Kuwait//COS

JTFSC Kuwait//CO

OSH Kuwait//CO

2/2.

PROTECTED A



Commander

Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

7375-1 (J8 Plans/RDIMS #)

September 2016

Distribution List

**COMMAND COMPTROLLER INSPECTION -
OBSERVATIONS AND FINDINGS 4-8 July 2016**

References: A. CJOC Operational Support Task Request - SAV 16-189 Op IMPACT
B. A-FN-1000-002/AG-006 Delegation of Authorities for Financial Adminsitration for the Department of National Defence and the Canadian Armed Forces

1. In accordance with reference A, CJOC J8 staff conducted a Command Comptroller Inspection (CCI) for Joint Task Force IMPACT (JTF-I) 4-8 July 2016. This process is intended to be a "confirmation" activity to ensure compliance with Treasury Board and Departmental policies, and appropriate financial management processes are in place.
2. Overall, it was assessed that financial functions were well managed. A copy of the detailed checklist has been provided to your J8 electronically – it is recommended that this be used during his handover as a guide for areas of concern, improvement to date, and continuing attention. A summary of the observations requiring followup is included at Annex A.
3. The efforts by your staff in facilitating the visit of the team and enabling the review process are much appreciated. Any questions concerning this report may be directed to the undersigned or Major Berschied-King at (613)990-4061.

R.B. Creighton
Capt(N)
J8/Comptroller

Annex and Distribution List (page 2)

1/2



National Defence
Défense nationale

Canada

Annex:

Annex A: Observations

Distribution List

Action

Commander JTF-I

Information

COS Sp

COS Rdns

CJOC J1

CJOC J4/J\$ Contracts

CJOC J8

Annex A
7375-1 (J8 Plans/RDIMS #)
September 16

OBSERVATIONS

1. **Financial Management**. J8 and staff had a good system in place to monitor and track the DRMIS structure, with strong oversight on most established activities and the financial implications thereto (Section 32 advises by email to allow commitment to be entered in DRMIS).

Recommendation: Consistent effort needs to be made to ensure J8 is involved in planning new activities/procurement being considered to ensure financial implications of such can be relayed back to CJOC staff (both J8 and J3).

2. **Delegation of Authorities (DoAs)**. Delegation documentation was well organized and well done, however the structure of Responsibility Centre (RC) Managers and RC Administrators varies notably from the chain of command, with the J8 holding Manager status over most funds. Although not technically in violation, the Manager and Administrator responsibility for funding should more closely reflect chain of command for those functions and resources, allowing the J8 to provide more of an arms length, oversight role.

Recommendation: The DoA structure that is drafted up for the next roto align RC Managers and Administrators more appropriately along functional lines. J8 could be RC Administrator for most funds (as well as other personnel in each RC, ideally minimum one or 2IC), with Manager delegation being at the Officer Commanding (OC) level.

3. **Hospitality and Mementos**. Well managed.
4. **Acquisition Cards**. Well managed overall. Monthly credit card statements were being approved by the Log Capt, however evidence of all certification steps was not present. The RC Manager was not reviewing or certifying monthly statements IAW Section 34 of FAA. Invoices were not being stamped paid once processed.

Reference: Financial Administration Manual (FAM) 1016-3 Account Verification, para 12 (table – “Individuals Performing Steps of Account Verification - Annex A – checklist to be used), http://cfo-dpf.mil.ca/assets/FinCS_Intranet/docs/en/policy-procedure-fam/1016-3-cancelled.pdf, and

FAM 1016-7-1 Acquisition Cards, para 26 Responsibilities – RC Manage, sub-para h – signing monthly statement certifying Section 34 of FAA) <http://cfo-dpf.mil.ca/en/policy-procedure-fam/1016-7-1-acquisition-cards.page>

Recommendation: Annex A checklist to be used with each monthly statement, and final Section 34 certification must be done by the RC Manager. All invoices to be stamped paid with date, backdating to beginning of current staff's files or FY 16/17, whichever is later.

Annex A
 7375-1 (J8 Plans/RDIMS #)
 September 16

5. **Invoice Processing**. Generally well done. Some confusion existed regarding proper use of Payment on Due Date (PODD) when entering in DRMIS, however staff were receptive to explanation provided and implemented correction in process for future actions. Invoices were not consistently stamped paid (JTFSC LPO).

Reference: FAM 1016-3 Account Verification, para 40 (this is not where requirement to stamp paid with date is?). paras 46-54. http://cfo-dpf.mil.ca/assets/FinCS_Intranet/docs/en/policy-procedure-fam/1016-3-cancelled.pdf, and DRMIS Business Process #AP-IP-1200, Accounts Payable, steps 42-45 <http://drmis-sigrd.mil.ca/doc/bpp-pg/ap-ip-1200/ap-ip-1200-eng.pdf>

Recommendation: No corrective action to (can) be taken as payments already processed in DRMIS, however PODD process going forward should be monitored by J8 staff during Section 33 certification to ensure staff remain clear on what is required. All invoices for FY 16/17 or dating back to current staff's tour (whichever is later) are to be date stamped paid.

6. **Contracting**. Well organized files and processes. Discussion regarding limitation of Contracting Officer's delegated authority was discussed with J8 and reviewed at CJOC J8. As JTF-I J8 was following templates provided, it was not clear that he was able to draft the DoA for the Contracting Officer beyond the draft limits in the CJOC template, up to those of the Commanding Officer for Contracting Officer authorities.

Reference: DoA Matrix http://cfo-dpf.mil.ca/assets/FinCS_Intranet/docs/en/policy-procedure/delegation-of-authority-matrix-mar-2015-archived.pdf, and the Contracting Officer template <http://dfc.mil.ca/uploadinc/getfile.asp?id=8808>

Recommendation: J8 to discuss with CJOC J8 Ops Desk O prior to drafting any changes to current or incoming roto DoAs to ensure concurrence and avoid unnecessary work at all levels.

7. **Travel Authorization Numbers (TANs)**. The J8-2 has a good system in place and manages this process well. Although when it is done well, it appears not to be an issue of note, however when done incorrectly or too long after the fact, can be very problematic and time intensive to correct, with notable distortion possible in DRMIS reporting. Very well done!
8. **Write-Off of Public Property**. No issues.
9. **Public Funds Verification of Working Capital Fund** (WCF – Cashier Operations). All activity was within standard operating procedures, with all funds and vouchers in balance with DRMIS. Security of vouchers as well as the cashier operation (office/cage area) meet the standard required given the deployed conditions, with recent security review by Military Police attesting to the same. It was noted that claims were being deposited through the Pay system (CCPS) vice use of the Automated Cashier System (ACS). The latter provides better visibility and audit trail, so when a deployed operation has a WCF/ACS, this system should be used for claims finalization and payment to members.

Annex A
7375-1 (J8 Plans/RDIMS #)
September 16

Furthermore, recent standing advances had been issued to separate/remote locations (Erbil and Baghdad), however theatre procedures (“SOP’s”) had not yet been drafted for how those funds would be monitored and replenished, to ensure proper management of funds in various currencies, etc.

Lastly, a minor point, however the J8 was not aware of the terms nor had a copy of the agreement with the local bank.

Recommendations: J8 to ensure claims are processed through the ACS vice crediting to pay accounts.

The ChAFO is to draft SOP(s) for the oversight, regular verification and replenishment of standing advances to ensure holders are clear on how to manage various currencies and the documentation required to keep these advances in balance. These SOPs are to be provided to the J8 for his review and approval, seeking guidance from CJOC J8 as required and providing a copy of such to CJOC J8 Ops Standing Advance Coord (Sgt).

J8 to liaise with local bank regarding current agreement terms and obtain a copy of such. If any issue remains prior to the end of his roto, ensure J8 Desk O is aware.

10. **Non-Public Funds.** Theatre operations are modest but well managed. The Task Force Constitution (NPP) was undergoing update process during the inspection. J1 and J8 were advised to ensure a draft copy of such was provided to CJOC J1/J8 for review for any concerns prior to Comd signature.

Recommendation: J8 to ensure a copy of the Constitution is provided to CJOC J8 (draft or signed) within 14 days of the receipt of this report, with the goal of having a signed copy by current Comd NLT current J1/J8 rotation.

11. **Claims.** Travel authority process was well managed. However, the overall process for the finalization of claims demonstrated notable inconsistencies: Section 32 authority not being done in advance of travel, claims paid but not signed by claimants, CCPS processing reference were missing, supporting documentation regarding exchange rates, mileage, meals were missing on many, incorrect exchange rates used, (too) frequent use of lost receipt declarations, claims not stamped paid once processed, etc. The rate of error for the approximate 100+ claims reviewed was extraordinarily high, and indicative of a lack of review prior to Section 34 authorization.

Reference(s): FAM 1016-2, 3, 4, 10 <http://cfo-dpf.mil.ca/en/fam.page> .

Recommendation: 100% claims verification to be done on all claims completed FY 16/17 or the date which current Section 34 signatures arrived on ground (whichever was later), and stamped paid. OR Staff would ensure claims missing signatures by personnel still in theatre would be signed by claimants. Supplemental claims for payment or recovery would be done as required

Annex A
7375-1 (J8 Plans/RDIMS #)
September 16

(detailed list left with ChAFO for claims reviewed during CCI). All claims forthwith were to be processed via ACS vice CCPS J8/J1 to monitor plan, process and ensure action taken/completed. (Note: ChAFO advise incoming RMS TAV would allow for this to be done by his current staff, to learn from their errors, with probable completion NLT end September. TAV staff to maintain current operations).

J1/J8 would monitor the ChAFO plan to ensure all necessary review and action was complete. CJOC J8 Team Lead and Desk O are to be advise qyt of claims reviewed as well as how many required recovery or supplemental claim raised, by type and amount (claim amounts <\$2 need not to be corrected as ACS cannot process amts less than \$2).



Commander

Commandant

Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

7375-1 (J8 RDIMS #413528)

September 2016

Distribution List

**COMMAND COMPTROLLER INSPECTION
(CCI) REPORT OP IMPACT 4-8 JULY 2016**

References: A. CJOC Operational Support Task Request - SAV 16-189 Op IMPACT
B. A-FN-1000-002/AG-006 Delegation of Authorities for Financial Adminsitration for the Department of National Defence and the Canadian Armed Forces

1. In accordance with reference A, CJOC J8 staff conducted a Command Comptroller Inspection (CCI) for Joint Task Force IMPACT (JTF-I) 4-8 July 2016. This process is intended to be a “confirmation” activity to ensure compliance with Treasury Board and Departmental policies, and appropriate financial management processes are in place.
2. Overall, it was assessed that financial functions were well managed. A copy of the detailed checklist has been provided to your J8 electronically – it is recommended that this be used during his handover as a guide for areas of concern, improvement to date, and continuing attention. A summary of the observations requiring followup is included at Annex A.
3. I thank the personnel from Op IMPACT for their cooperation with this CCI. Any questions concerning this report may be directed to the undersigned or Major Berschied-King at (613)990-4061.

R.B. Creighton
Capt(N)
J8/Comptroller

Annex and Distribution List (page 2)

1/2



National Défense
Defence nationale

Canada

Annex:

Annex A: Observations

Distribution List

Action

Commander JTF-I (Brennan BGen SA@Deployed@OP IMPACT)

Information

COS Ops

COS Rdns

CJOC J1

CJOC J4/J4 Contracts

CJOC J8

Annex A
7375-1 (J8 RDIMS #413528)
September 16

OBSERVATIONS

1. **Financial Management.** J8 and staff had a good system in place to monitor and track the DRMIS structure, with strong oversight on most established activities and the financial implications thereto (Section 32 advises by email to allow commitment to be entered in DRMIS).

Recommendation: Consistent effort needs to be made to ensure J8 is involved in planning new activities/procurement being considered to ensure financial implications of such can be relayed back to CJOC staff (both J8 and J3).

2. **Delegation of Authorities (DoAs).** Delegation documentation was well organized and well done, however the structure of Responsibility Centre (RC) Managers and RC Administrators varies notably from the chain of command, with the J8 holding Manager status over most funds. Although not technically in violation, the Manager and Administrator responsibility for funding should more closely reflect chain of command for those functions and resources, allowing the J8 to provide more of an arms length, oversight role.

Recommendation: The DoA structure that is drafted up for the next roto should align RC Managers and Administrators more appropriately along functional lines. J8 could be RC Administrator for most funds (as well as other personnel in each RC/functional line, ideally a minimum of one, ie 2IC), with the Manager delegation being at the Officer Commanding (OC) level.

3. **Hospitality and Mementos.** Well managed.

4. **Acquisition Cards.** Well managed overall. Monthly credit card statements were being approved by the Log Capt, however evidence of all certification steps was not present. The RC Manager was not reviewing or certifying monthly statements IAW Section 34 of FAA. Invoices were not being stamped paid once processed.

Reference: Financial Administration Manual (FAM) 1016-3 Account Verification, para 12 (table – “Individuals Performing Steps of Account Verification - Annex A – checklist to be used), http://cfo-dpf.mil.ca/assets/FinCS_Intranet/docs/en/policy-procedure-fam/1016-3-cancelled.pdf, and FAM 1016-7-1 Acquisition Cards, para 26 Responsibilities – RC Manager, sub-para h – signing monthly statement certifying Section 34 of FAA) <http://cfo-dpf.mil.ca/en/policy-procedure-fam/1016-7-1-acquisition-cards.page>

Recommendation: Annex A checklist to be used with each monthly statement, and final Section 34 certification must be done by the RC Manager. All invoices to be stamped paid with date. TF to review all current FY files to ensure they are stamped paid.

5. **Invoice Processing.** Generally well done. Some confusion existed regarding proper use of Payment on Due Date (PODD) when entering in DRMIS, however staff were receptive to

explanation provided and implemented correction in process for future actions. Invoices were not consistently stamped paid (JTFSC LPO).

Reference: FAM 1016-3 Account Verification, para 37, 46-54. http://cfo-dpf.mil.ca/assets/FinCS_Intranet/docs/en/policy-procedure-fam/1016-3-cancelled.pdf, and DRMIS Business Process #AP-IP-1200, Accounts Payable, steps 42-45 <http://drmis-sigrd.mil.ca/doc/bpp-pg/ap-ip-1200/ap-ip-1200-eng.pdf>

Recommendation: No corrective action to (can) be taken as payments already processed in DRMIS, however PODD process going forward should be monitored by J8 staff during Section 33 certification to ensure staff remain clear on what is required. All invoices for FY 16/17 are to be date stamped paid.

6. **Contracting.** Well organized files and processes. Discussion regarding limitation of Contracting Officer's delegated of authority was reviewed with J8 and with CJOC J8 DoA Coord. As JTF-I J8 was following templates provided, it was not clear that he was able to draft the DoA for the Contracting Officer beyond the draft limits in the CJOC template, up to those of the Commanding Officer for Contracting Officer authorities.

Reference: DoA Matrix http://cfo-dpf.mil.ca/assets/FinCS_Intranet/docs/en/policy-procedure/delegation-of-authority-matrix-mar-2015-archived.pdf, and the Contracting Officer template <http://dfc.mil.ca/uploadinc/getfile.asp?id=8808>

Recommendation: J8 to discuss with CJOC J8 Ops Desk O prior to drafting any changes to current or incoming roto DoAs to ensure concurrence and avoid unnecessary work at all levels.

7. **Travel Authorization Numbers (TANs).** The J8-2 has a good system in place and manages this process well. Very well done!

8. **Write-Off of Public Property.** No issues.

9. **Public Funds Verification of Working Capital Fund** (WCF – Cashier Operations). All activity was within standard operating procedures, with all funds and vouchers in balance with ACS/DRMIS. Security of vouchers as well as the cashier operation (office/cage area) met the standard required given the deployed conditions, with recent security review by Military Police attesting to the same. It was noted that all claims were being processed through the Pay system (CCPS) vice the Automated Cashier System (ACS). The latter provides better visibility and audit trail and complies with the regulation.

Reference: FAM 1016-3 para 35. b http://cfo-dpf.mil.ca/assets/FinCS_Intranet/docs/en/policy-procedure-fam/1016-3.pdf

Furthermore, recent standing advances had been issued to separate/remote locations (Erbil and Baghdad), however theatre procedures ("SOP's") had not yet been drafted for how those

funds would be monitored and replenished, to ensure proper management of funds in various currencies, etc.

Lastly, a minor point, the J8 was not aware of the terms nor had a copy of the agreement with the local bank.

Recommendations: J8 to ensure claims are processed though the ACS vice crediting to pay accounts.

The ChAFO is to draft SOP(s) for the oversight, regular verification and replenishment of standing advances to ensure holders are clear on how to manage various currencies and the documentation required to keep these advances in balance. These SOPs are to be provided to the J8 for his review and approval. A copy shall be forwarded to CJOC J8 Ops Standing Advance Coord (Sgt).

The J8 to liaise with local bank regarding current agreement terms and obtain a copy. If any issue remains , ensure CJOC J8 Desk O is aware.

10. **Non-Public Funds.** Theatre operations are modest but well managed. The Task Force Constitution (NPP) was undergoing an update process during the inspection. J1 and J8 were advised to ensure a draft copy was provided to CJOC J1/J8 for review for any concerns prior to TF Comd signature.

Recommendation: J8 to ensure a copy of the Constitution is provided to CJOC J8 (draft or signed) within 14 days of the receipt of this report, with the goal of having a signed copy by current TF Comd NLT current J1/J8 rotation.

11. **Claims.** Travel authority process was well managed, however, the overall process for the finalization of claims demonstrated notable inconsistencies: Section 32 authority not being done in advance of travel, claims paid but not signed by claimants, CCPS processing reference were missing, supporting documentation regarding exchange rates, mileage, meals were missing on many, incorrect exchange rates used; (too) frequent use of lost receipt declarations, claims not stamped paid once processed, etc. The rate of error for the approximate 100+ claims reviewed was extraordinarily high, and indicative of a lack of review prior to Section 34 authorization.

Reference(s): FAM 1016-2, 3, 4, 10 <http://cfo-dpf.mil.ca/en/fam.page> .

Recommendation: 100% claims verification to be done on all claims completed in FY 16/17 or by current TF staff. OR Staff to ensure claims missing signatures by personnel still in theatre are signed by claimants, all claims are stamped paid and all applicable supporting documentation is attached. Supplemental claims for payment and any recovery action will be done as required (detailed list left with ChAFO for claims reviewed during CCI). All claims forthwith are to be processed via ACS vice CCPS. J8/J1 to monitor plan and ensure action taken/completed. (Note: ChAFO advised that the incoming RMS TAV would allow for this

to be done by his current staff, to learn from their errors, with probable completion NLT end Septemtber. TAV staff to maintain current operations, not claims verification).

CJOC J8 Team Lead and Desk O are to be advised of the quantity of claims reviewed as well as how many required recovery or supplemental claim raised, by type and amount (claim amounts <\$2 need not to be corrected as ACS cannot process amts less than \$2).

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Brief to Media Directors Media Visits Op IMPACT

7 Sept 2016

UNCLASSIFIED



A0638577_1-000173

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

WELCOME

- Lcol Eric Chamberland Chief Public Affairs CJOC
- Objectives of brief
- This brief is not for publication or attribution
- 20 minutes presentation then questions and discussion
- 60 minutes total
- Handout package

UNCLASSIFIED



CANADIAN JOINT OPERATIONS COMMAND

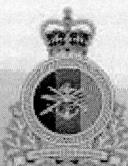


COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Brief Outline

- Potential Visit Dates;
- Outline of Visit Activities;
- Rationale for Media Visits Ground Rules;
- Travel arrangements;
- Meals and sleeping quarters // working space;
- Visas and other required documents;
- Medical and general fitness;
- Personal Protection Equipment;
- Submission of interest – Registration sheet;
- Selection of media - process;
- Notification of selection - process; and
- Question period.

UNCLASSIFIED



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Potential Visit Dates

- Able to offer media visits to Op IMPACT
- Not an embedding program like for Afghanistan. It is a different mission, in a different theatre, with different capacities for hosting
- First media visit in mid to late October 2016
- Media visits conducted once every four months approximately
- Timing of visits and operational considerations
- Cancellation is always a possibility

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CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Outline of Visit Activities

Handouts have this information

KUWAIT:

JTF-I HQ Brief

ATF-I HQ Brief

ASIC Brief

JTFSC Brief

MLT Brief

NORTHERN IRAQ:

Train, Advise and Assist Brief

Tact Avn Det Brief

Role 2 Hospital Brief

UNCLASSIFIED



CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Media Visits Ground Rules

- Provided in your handout
- Various constraints and theatre realities
- Informed decision as to whether you want to visit and who to send
- Understanding of CAF culture and environment
- Experience in reporting from theatre of op an advantage

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A0638577_6-000178

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Travel Arrangements

- Transport to and within theatre provided by CAF
- CC-177 Globemaster from Trenton
- You are responsible for the return flight from Iraq
- Sustainment flights schedule will be communicated some 30 days in advance. This will confirm the date of the visit
- Always be prepared to make your own arrangements at your own expenses

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CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Op IMPACT – Sustainment Flight



UNCLASSIFIED



A0638577_8-000180

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Meals + Quarters // Working Space

- Meals and Sleeping Quarters will be provided (military quarters)
- Culinary preferences and restrictions
- Sleeping quarters – bring your own pillow
- Working space will be provided within camp limited spaces
- Bring your own tools – TF will not provide computers, printers, telephone, camera, etc
- Filling from theatre will be difficult and probably not possible

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A0638577_9-000181

CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Visas – Travel Documents

- You are responsible to secure Visas, Passports and other official documents for entry in Kuwait and Iraq
- You are responsible to secure the required media accreditations from the national authorities in order to conduct media activities
- You will need these for Iraq, and not for Kuwait
- Consider process time – ie: 4-6 weeks for Iraq visa

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CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Medical – General Fitness

- Physically demanding due to time change, heat, etc
- Recommended to have a medical check-up
- ‘One man/woman - One kit’
 - Will have to carry your own equipment and belongings, including Personnel Protection Equipment

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CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Personnel Protection Equipment

- PPE will be mandatory and to be worn at some points
- Fragmentation vest
- L3 plates
- Kevlar helmet
- Ballistic glasses
- You are responsible for acquiring your own equipment

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12

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CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Submission of interest

- ‘How do I get in?’
- Registration sheet in handout
- Pick one preferred period and one secondary choice
- Submit your interest via the Media Relations Office (613-996-2353)
- Submissions for first visit mid to late October should be in by Sept 8 1200 to allow sufficient time for your preps
- Submissions for other visits to be submitted at least 50 days in advance

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13

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CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

Selection Process

- Maximum of three media agency per visit
- Maximum of six media personnel
- A primary and a secondary chosen within each category
- Equitable and fair selection process
- Balanced representation: TV, Radio, Print, Web from both English and French
- Selection is final, unless a selected media withdraws. We then go to secondary selection in same category.

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14

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CANADIAN JOINT OPERATIONS COMMAND

COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA



Notification of Selection

- We will strive to inform of selection at least 45 days in advance of the visit
- Notification will be done via group email to all registered agencies, with phone call to selected ones
- You will be assigned a CJOC Public Affairs officer to assist with questions pertaining to preparations

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15

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CANADIAN JOINT OPERATIONS COMMAND



COMMANDEMENT DES OPÉRATIONS INTERARMÉES DU CANADA

QUESTIONS

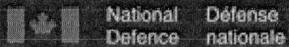
DISCUSSION

UNCLASSIFIED



16

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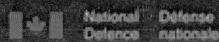


Operation IMPACT CANADIAN ARMED FORCES

Lieutenant-General Stephen Bowes
Commander Canadian Joint
Operations Command

Opération IMPACT FORCES ARMÉES CANADIENNES

Lieutenant-général Stephen Bowes
Commandant du Commandement des
opérations interarmées du Canada

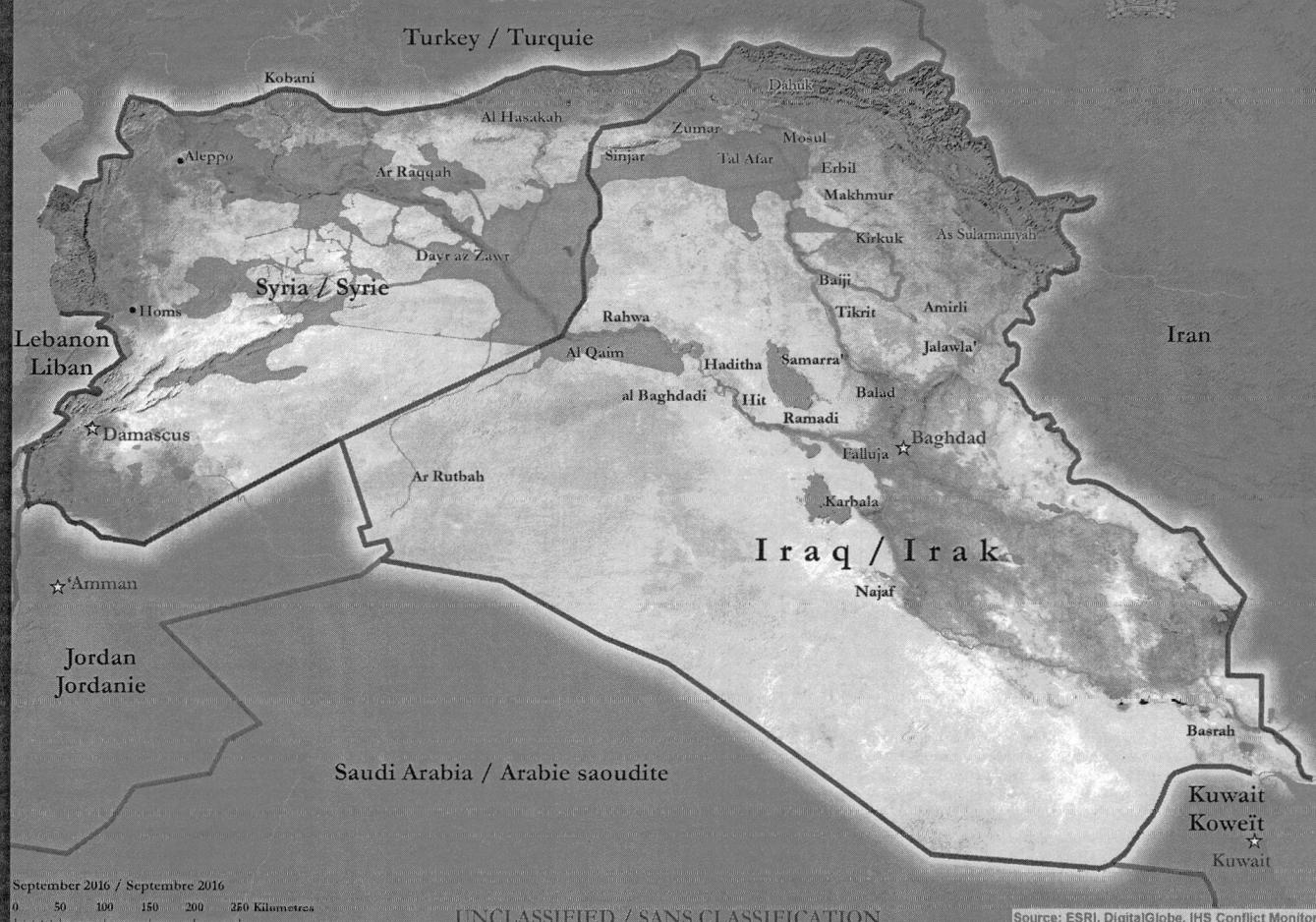


 National Defence Défense nationale

Daesh controlled Zones / Zones sous contrôle de Daech



Canadä



16/02/2017

Canada

A0638577 18-000190



16/02/2017

Canada

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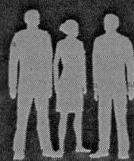
TACTICAL AVIATION DETACHMENT

The Canadian Armed Forces is deploying **up to four** CH-146 Griffon helicopters to enhance tactical transport.

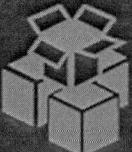
The Griffons are from 430 Tactical Helicopter Squadron and will replace the three Griffons deployed in May 2016.



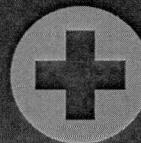
CH-146 GRIFFON CAPABILITIES:



Moving personnel



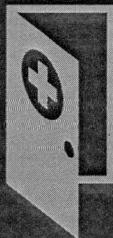
Moving equipment & supplies



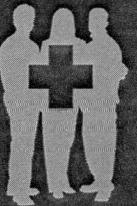
Casualty evacuations if needed

ROLE 2 MEDICAL FACILITY

The Canadian Armed Forces is leading a Coalition Role 2 military medical facility in Northern Iraq:



2 operating rooms
and integrated
surgical teams



About **50** CAF military
doctors, nurses, medics,
and support staff

A ROLE 2 MEDICAL FACILITY COULD PROVIDE:

- Triage
- Resuscitation
- Short-term treatment and holding of patients
- Emergency dental treatment
- Emergency surgery

**Pages 196 to / à 200
are withheld pursuant to section
sont retenues en vertu de l'article**

15(1)

**of the Access to Information Act
de la Loi sur l'accès à l'information**

SECRET//

Commander

Commandant

s.13(1)

s.15(1)

s.19(1)



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

3350 - OP IMPACT (J5 ME2)

12 September 2016

Deputy Commander
United States Air Forces Central Command
Al Udeid Air Base Qatar

Dear

The Canadian Joint Operations Command, on behalf of the Canadian Armed Forces (CAF), acknowledges your letter dated 2 August 2016

As the CAF mandate given by the Government of Canada has been refocused, the ability to provide

Following the cease of strikes by CAF fighters on 15 February 2016, Canada has maintained its support to coalition air operations through airborne intelligence, surveillance and reconnaissance and an air-to-air refueling capability. In addition to supporting Coalition in the air, Canada has increased its contribution on land through the provision of additional personnel

Canada recognizes that the Coalition is engaged in a complex and protracted conflict. The refocused Canadian response to the Middle East crises is comprehensive, integrated and sustained. It has involved the pursuit of military, diplomatic, and stabilization lines of effort, while implementing humanitarian and developmental initiatives. Through the comprehensive Canadian Operation IMPACT mission, the CAF is committed alongside its partners, in setting the conditions for Iraqi security forces to achieve long-term success through self-sustainable security. Along with our partners and allies we will continue to seek ways to best support coalition efforts.

A handwritten signature in black ink, appearing to read "S.J. Bowes".

S.J. Bowes
Lieutenant-General



National Défense
Défense nationale

Canada

SECRET//

A0638583_1-000201

BRIEFING NOTE FOR COMMANDER CJOC

EVENT/ HOSPITALITY REQUEST – OPERATION IMPACT, JOINT TASK FORCE-IRAQ REMEMBRANCE DAY CEREMONY AND RECEPTION, 11 NOVEMBER 2016

ISSUE

1. Commander CJOC approval is being sought for Operation IMPACT, Joint Task Force-Iraq (JTF-I) to conduct a Remembrance Day Ceremony and Reception in Kuwait on the 11th of November 2016. If approved, the total incremental cost to the Department of National Defence (DND) is estimated at \$1,497.03 in hospitality expenditures. Approval is requested no later than the 1st of November 2016.

BACKGROUND

2. JTF-I will be conducting an official Remembrance Day Ceremony on the 11th of November 2016 at Camp Canada on the Ali Al Salem Air Base (ASAB). Due to the importance of this day, Commander JTF-I will be inviting the Canadian Ambassador to the State of Kuwait. A reception of light snacks and refreshments will be provided following the ceremony.

DISCUSSION

3. Remembrance Day is a significant time to commemorate those who served and continue to serve Canada during times of war, conflict and peace. The ceremony will be held at Camp Canada, no equipment rental is required, and there will be no other costs except those for the provision of hospitality at the reception. Hospitality (food and non-alcoholic beverages) will be extended in the form of a reception for 351 personnel and will cost DND an estimated \$1,497.03.

OPTION ANALYSIS

4. Requesting the service of the American Dining Facility was pursued but they do not provide catering services. There are no local caterers available to provide the hospitality planned for the reception. Subsequently, local purchase of food and refreshments is the only viable option.

CONFIRMATION

5. The option requested for approval is both economical and fiscally responsible.

s.17

CONCLUSION

6. Commander CJOC approval is requested for Operation IMPACT, JTF-I to conduct a Remembrance Day Ceremony and Reception in Kuwait on the 11th of November 2016, at an estimated cost of \$1,497.03 in hospitality expenditures. Approval is requested no later than the 1st of November 2016.

Prepared by: JTF-I J8, 86-353-2102

Reviewed by: JTF-I RSM, 86-353-2051

Reviewed by:] JTF-I COS, 86-353-2011

Recommended by: BG S.A. Brennan, Comd JTF-I, 86-353-2010

Responsible Group Principle: LGen S.J. Bowes, Comd CJOC, 86-945-2299

Date prepared: 12 September 2016

FLAGS:

Flag A - Hospitality/Event Request Form

Flag B – Detailed Event Costs

Flag C – List of Attendees

Flag D – Hospitality Cost Estimate

Commander

Commandant



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

7150-1 (J8 RDIMS# 412660)

12 September 2016

Distribution List

CJOC FY 16/17 T2 FINANCIAL REPORT

Reference: Fiscal Year 2016-17 Financial Reviews /7315-2 (DB/DDFP) 20 April 2016

1. As requested at reference, please find enclosed the Canadian Joint Operations Command (CJOC) T2 financial report.
2. CJOC is identifying a pressure of \$31.6 million in OFA Vote 1, \$3 million in Local Vote 1 and \$2.4 million in Vote 5. OFA pressures include \$18.8 million for Op IMPACT, \$6.9 million for Op REASSURANCE, \$5.9 million for Op UNIFIER. Local Vote 1 pressures include \$2.8 million for the procurement of equipment and services for the Canadian Deployed Mission Network (CDMN) and \$200K for joint training and targeting services. Vote 5 pressures include \$1.5 million for MEDPIS power equipment, \$800K for the Command Post in a Box project, \$50K for an X-Ray Scanner and \$45K for CDMN equipment.
3. An in-year funding transfer to ADM(S&T) of \$40K is requested to cover O&M costs related to their personnel working within CJOC.
4. In summary, CJOC is requesting an additional \$31.6 million in C190, \$3 million in L101 and \$2.4 million in L501. Questions regarding our T2 submission may be addressed to CJOC J8, Capt(N) R.B. Creighton at (613) 945-2327.

S.J. Bowes
Lieutenant-General *[Handwritten signature]*

Distribution List (page 2)

Annexes:

Annex A – Projected Year-end Financial Position
Annex B – Financial Details of Action Requested
Annex C-1 – CDMN Funding Pressure
Annex C-2 – Joint Exercise Planning Pressure
Annex C-3 – X-Ray Machine Pressure
Annex C-4 – Command Post in a Box Pressure
Annex C-5 – MEDPIS Power Equipment Pressure
Annex C-6 – OFA Pressures

Distribution List

Action

ADM(Fin) (+DB3 Reports and Returns@ADM(Fin CS) DB@Ottawa-Hull)

Information

ADM(S&T) Comptroller

ADM(Fin) DGSFFA

ADM(Fin) J8 Mil Ops

SJS (DOS)

CJOC DComd

CJOC COS Ops

CJOC COS Rdns

CJOC COS Sp

CJOC BP

CJOC J8

VCDS (+Business Planning@VCDSDDFP@ Ottawa-Hull)

Level One (L1) CJOC
 T-Review Number T2
 Version 1

Fund ¹	Initial Allocation (DRMIS) ²	Current Budget (DRMIS) ³	Forecasted Year End Expenditures ⁴	Pressures / (Surpluses) ⁵	Mitigation Strategy/Surplus Explanation ⁶
Operating Budgets					
L101	51,249,621.00	54,599,632.54	57,599,632.54	- 3,000,000.00	Pressures reported at T2 (CDMN, joint exercise planning and coordination)
L105				-	
L111	41,673,164.00	38,461,174.00	38,461,174.00	-	
L112				-	
L113		4,129,272.00	4,129,272.00	-	
L114	54,717.00	54,717.00	54,717.00	-	
L115				-	
L116		5,832,146.00	5,832,146.00	-	
L117				-	
L118				-	
L119	2,575.00	2,575.00	2,575.00	-	
Vote 1 Total	92,980,077.00	103,079,516.54	106,079,516.54	- 3,000,000.00	
L501	3,377,017.00	3,477,017.00	5,839,017.00	- 2,362,000.00	Pressures reported at T2 (CDMN, X-ray machine, CP in a Box, MEDPIS Power Equipment)
L511					
Vote 5 Total	3,377,017.00	3,477,017.00	5,839,017.00	- 2,362,000.00	
Total Operating	96,357,094.00	106,556,533.54	111,918,531.54	- 5,362,000.00	

Corporate Accounts					
C102				-	
C103				-	
C105				-	
C107				-	
C108				-	
C109				-	
C110				-	
C111				-	
C113				-	
C117				-	
C120 VCDs				-	
C121 ADM (HR CIV)				-	
C123				-	
C124 ADM (Fin)				-	
C125				-	
C127	11,673,642.00	11,754,350.00	11,754,350.00	-	
C134				-	
C135				-	
C136				-	
C137				-	
C142				-	
C143				-	
C160				-	
C167				-	
C168				-	
C169				-	
C170 SJS				-	
C174				-	
C177				-	
C178				-	
C181				-	
C190 CJOC	117,446,311.00	204,252,591.30	235,849,168.30	- 31,596,577.00	Pressures in Ops IMPACT, REASSURANCE, UNIFIER
C191 CANSOFCOM					
Vote 1 Total	129,119,953.00	216,006,941.30	247,603,518.30	- 31,596,577.00	
C502				-	
C503				-	
C507				-	
C512				-	
C513				-	
C518 ADM (IE)				-	
C523				-	
C535				-	
C542				-	
C543				-	
C560				-	
C590	2,091,257.00	2,091,357.00	2,091,357.00	-	
C591 CANSOFCOM				-	
V510				-	
V511				-	
Vote 5 Total	2,091,257.00	2,091,357.00	2,091,357.00	-	
C001				-	
Vote 10 Total	-	-	-	-	
Total Corporate	131,211,210.00	218,098,298.30	249,694,875.30	- 31,596,577.00	
Total	227,568,304.00	324,854,831.84	381,613,408.84	- 36,958,577.00	

1. If you are not the "Fund Manager", don't input figures for the corresponding funds.
2. Refer to "Allocation" column in DRMIS as at 1st April.
3. Input the "Current Budget" information from DRMIS PRIOR to financial review.
4. Forecasted DRMIS Expended amount at year-end.
5. "Forecasted Year-End Expenditures" **minus** "Current Budget" = Pressure / (Surpluses). The difference should be close to your requests in Annex B but does not have to match.
6. Describe mitigation strategy to address pressure and any rationale for surplus that does not have a corresponding item declared in Annex B.

Annex B
7150-1 (RDIMS# 412660)
September 2016

Financial Details of Actions Requested

Financial Review	T2	Version	
Level One (L1)	CJOC	1	Adjust each time this file is amended

Surpluses Declared						
Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
OFA	C190	511	891,700			Op REASSURANCE - Fenced
OFA	C190	511	18,682			Op IMPACT - Fenced
Total Surpluses			910,382	-	-	
Pressures Requested						
Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
O&M	L101	510	2,800,000			See Annex C-1
Minor Capital	L501	510		45,000		See Annex C-1
O&M	L101	510	200,000			See Annex C-2
Minor Capital	L501	510		50,000		See Annex C-3
Minor Capital	L501	510		800,000		See Annex C-4
Minor Capital	L501	510		1,467,000		See Annex C-5
OFA	C190	510	18,225,773			Fenced - Op IMPACT (Annex C-6)
OFA	C190	512	616,856			Fenced - Op IMPACT (Annex C-6)
OFA	C190	514	9,447			Fenced - Op IMPACT (Annex C-6)
OFA	C190	510	3,076,781			Fenced - Op REASSURANCE (Annex C-6)
OFA	C190	512	16,616			Fenced - Op REASSURANCE (Annex C-6)
OFA	C190	514	4,657,273			Fenced - Op REASSURANCE (Annex C-6)
OFA	C190	510	5,857,510			Fenced - Op UNIFIER (Annex C-6)
OFA	C190	512	38,404			Fenced - Op UNIFIER (Annex C-6)
OFA	C190	514	8,299			Fenced - Op UNIFIER (Annex C-6)
Total Pressures			35,506,959	2,362,000	-	
Investment Opportunities						
Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
Total Investment Opportunities			-	-	-	
Fund Transfer Requested (Between L1)						
Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	(From) / To & Detailed Justification
O&M	L101	C10	(40,754)			From CJOC to ADM(S&T) - Agreement to transfer O&M funds to support ADM(S&T) staff located at CJOC
Fund Conversion Requested (Within L1)						
Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	(From) / To & Detailed Justification
Request to release funds from protected reserves						
Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
Total Release protected reserves			-	-	-	
Carry Forward requested for consideration						
Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
Total Carry Forward			-	-	-	

Annex B
7150-1 (RDIMS# 412660)
September 2016

Financial Details of Actions Requested

Financial Review	T2	Version	
Level One (L1)	CJOC	1	Adjust each time this file is amended

FOR INFORMATION ONLY	Potential Surpluses / Not for action						
	Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
NIL							NIL
	Total Potential Surpluses	-		-	-		
Potential Pressures / Not for action							
FOR INFORMATION ONLY	Account Name - L1 (Corporate Accounts before Local)	Fund	CI	Vote 1	Vote 5	Vote 10	Detailed Justification
	NIL						NIL
	Total Potential Pressures	-		-	-		

Annex C-1
7150-1 (RDIMS# 412660)
September 2016

L1: CJOC

INITIATIVE / ITEM / ACTIVITY

Canadian Deployed Mission Network equipment for JOINTEX and STEADFAST COBALT, Canadian Deployed Mission Network technical support to determine long term project requirements

Expected L1 Costs -- FY(s) (Add Rows as required)

Description / Demand	Fund	Current FY 2015-16			Future FYs		
		Vote 1	Vote 5	Vote 10	2016-17	2017-18	2018-19
CDMN Equipment	L101	\$2,400,000					
CDMN Equipment	L501		\$700,000				
CDMN Technical Support	L501	\$400,000					
Less internal funding / mitigation		\$0	\$655,000				
Net Funding Requirement		\$2,800,000	\$45,000	-	-	-	-

BACKGROUND:

CDMN is Canada's nascent capability to participate in a federated single security domain secret mission network established within a Coalition Environment under either the NATO Federated Mission Networking (FMN) framework or the US Mission Partner Environment (MPE) framework. At the present time, the CAF deploy CSNI as the Canadian operational level C2 network in theatre. However, since CSNI is a SECRET CANUS network, it cannot be federated directly with a multi-partner secret mission network to provide seamless information sharing within a coalition force. Thus, the CDMN capability is essential to meet CAF C2 requirements.

At Commanders Council #150901, 1 September 2015, the CDS directed Comd CJOC to institutionalize the CDMN capability until CFD develops a management framework to address interoperability with coalition partners. In addition, the CDS Directive for CAF Force Posture and Readiness 2015 and the CAF CONTINGENCY PLAN JUPITER, direct that a Div HQ and support element be declared OPRED for employment as part of a coalition force in 90 days.

i) Equipment

This first part of this request (\$2.4 million L101 and \$45,000 L501) is for equipment to utilize a secret mission network during JOINTEX 17 and STEADFAST COBALT 17. CDMN was successfully utilized during JOINTEX 15 and STEADFAST 16 to communicate with CAF partners. Much of the equipment used previously is not currently viable and requires replacement; while certain equipment will allow for improvements to previous iterations of the network.

There is insufficient deployable CIS equipment available to meet the operational level joint C2 networking requirements for JOINTEX 17 and STEADFAST COBALT 17. Shortfalls are linked to the

requirement to deploy a significant CDMN footprint for a Div HQ with support element. As CJOC presently holds only a partial capability comprised of *ad hoc* equipment, additional equipment is required to render the capability both fully operational and sustainable.

This portion of the request accounts for \$2.4 million of L101 and \$45K of L501 funding.

ii) Technical support.

There are no personnel permanently assigned to support the operational level joint CDMN capability. Engineers and life cycle materiel managers (LCMM) from DLCSPM are tasked to support this equipment without a formal mandate and with an already strained pool of resources. The initial intent is to hire contractors, as this is the fastest method of obtaining engineering resources.

This portion of the request accounts for \$400K of L101 funding.

CONSIDERATIONS:

CJOC and the CAF will be unable to establish a multi-partner secret mission network to provide seamless information sharing within a coalition force and unable to meet CAF C2 requirements for JOINTEX 17 and STEADFAST COBALT 17..

OTHER IMPORTANT FACTS AND FACTORS:

Requests to meet the long term requirements identified in CONPLAN JUPITER will be addressed during the business planning process.

Annex C-2
7150-1 (RDIMS# 412660)
September 2016

L1: CJOC

INITIATIVE / ITEM / ACTIVITY

RDE Targeting and Joint Training Authority - Services

Expected L1 Costs -- FY(s) (Add Rows as required)

Description / Demand	Fund	Current FY 2015-16			Future FYs		
		Vote 1	Vote 5	Vote 10	2016-17	2017-18	2018-19
RDE Targeting and Joint Training Authority	L101	\$200,000					
Less internal funding / mitigation		\$0					
Net Funding Requirement		\$200,000	-	-	-	-	-

BACKGROUND:

High expectations for delivery of new capabilities (Joint Training Authority ((JTA, Force Posture & Readiness, and new validation capabilities) while also bearing the expectation to deliver major exercises such as JOINTEX, RIMPAC, DETERMINED DRAGON, STAUNCH MAPLE (SM), and TRADEWINDS has resulted in a requirement for a temporary increase in personnel.

CONSIDERATIONS:

RDE Targeting \$150K

Targeting is the “process of selecting and prioritizing targets and matching the appropriate response to them, taking into account operational requirements and capabilities.” The link between RDE Targeting and meeting CJOC Comd’s Intent is crucial in Exercise Planning and Synchronization. No such resource currently exists in CJOC.

Joint Training Authority (JTA) Joint Task List (JTL) \$46K

Lack of funding will have a significant negative impact on the development of the CDS directed Joint Readiness Management Program (JMRP). This contract would assist in the development of innumerable tasks for national level exercises such as RIMPAC 18, TRIDENT JUNCTURE 18, and STAUNCH MAPLE 17. In addition, Exercise Planners rely on this resource to facilitate the election of appropriate tasks, crucial in attaining exercise outcomes. These tasks are used to develop and evaluate/validate the exercises and without a solid evaluation/validation component, there is a high-risk potential for negative effects on operational readiness. This contract would also develop tasks related to emerging capabilities and critical function; namely: Joint Targeting, CBRN, Cyber, Space, and JISR which do not have specific task association at present.

Annex C-2

LINK TO CORPORATE RISKS AND PRIORITIES:

Lack of funding would result in an inability to conduct a detailed exercise evaluation of a multi-site exercise and continued inability to evaluate more than one exercise annually; limited to a high level evaluation on the Main Training Effort (MTE) only (e.g. JOINTEX 17, single site only, with no support to STAUNCH MAPLE 17/VITAL ARCHER 17)

The growing demand for integrated collective training, closer integration with NATO, and CDS desire to validate the effectiveness of the training program has generated more work than the current human resources (established and contracted) can complete. CJOC has an urgent need to contract additional staff to ensure the delivery of the JMRP and achievement of the fundamental elements of the CDS intent for collective training.

OTHER IMPORTANT FACTS AND FACTORS:

High priority requirement to develop the validation capability for the JMRP, which is currently limited to policy and a single high-level exercise evaluation.

Annex C-3
7150-1 (RDIMS# 412660)
September 2016

L1: CJOC

INITIATIVE / ITEM / ACTIVITY

Portable X-Ray Scanner

Expected L1 Costs – FY(s) (Add Rows as required)

Description / Demand	Fund	Current FY 2015-16			Future FYs		
		Vote 1	Vote 5	Vote 10	2016-17	2017-18	2018-19
X-Ray Scanner	L501		\$50,000				
Less internal funding / mitigation		\$0	\$0				
Net Funding Requirement		-	\$50,000	-	-	-	-

BACKGROUND:

Presently, CJOC has a permanently affixed X-Ray scanner at its CFPU HQ and one at each coastal Detachment. A portable scanner will be utilized as an emergency back-up to the three CFPU Detachment X-Ray scanners if necessary, and assist the Postal Training Cadre in CFLTC.

A portable scanner would be available for transport to CFPU or to either coast should it be operationally necessary; utilized to support deployed missions; mitigate the requirement for Postal Clerk Apprentice students to travel to Trenton for the familiarization training; and maintain X-Ray capabilities for CAF in the event the affixed scanners are not available.

CONSIDERATIONS:

The current contingency plan in the event of an unserviceable X-Ray scanner in central Canada is to use the X-Ray Scanners at 2 Air Movements Squadron, which is not sustainable for extended periods. There are no currently no backup X-Ray scanners available in eastern/western Canada in the event of equipment failure.

Annex C-4
7150-1 (RDIMS# 412660)
September 2016

L1: CJOC

INITIATIVE / ITEM / ACTIVITY

CP in a box, JTFSC pack-up kit x 2 High Readiness Command Post (HRCP)

Expected L1 Costs – FY(s) (Add Rows as required)

Description / Demand	Fund	Current FY 2015-16			Future FYs		
		Vote 1	Vote 5	Vote 10	2016-17	2017-18	2018-19
Command Post in a Box	L501		\$800,000				
Less internal funding / mitigation		\$0	\$0				
Net Funding Requirement	-	\$800,000		-	-	-	-

BACKGROUND:

Procurement of deployable HRCP with generators and HVAC system will allow for faster and more efficient deployments. HRCP's will be used to enable and facilitate the effective command and control of domestic and deployed CAF Operations. This funding would allow for the creation of 2 deployable kits. Each grouping would consist of 8 tents, 8 HVAC and 2 generators. The deployable HRCP will also be used for exercises when not required on CAF Operations.

CONSIDERATIONS:

Failure to procure HRCP's will result in less rapid CAF deployments. Additionally, CJOC will need to rely on other organizations to fulfill this capability, causing potential delays in deployment.

Annex C-5
7150-1 (RDIMS# 412660)
September 2016

L1: CJOC

INITIATIVE / ITEM / ACTIVITY

MEDPIS Three Phase Power Distribution

Expected L1 Costs -- FY(s) (Add Rows as required)

Description / Demand	Fund	Current FY 2015-16			Future FYs		
		Vote 1	Vote 5	Vote 10	2016-17	2017-18	2018-19
MEDPIS Power Equip.	L501		\$1,467,000				
Less internal funding / mitigation		\$0	\$0				
Net Funding Requirement	-	\$1,467,000		-	-	-	-

BACKGROUND:

Current CAF and NATO allied power distribution systems work on a 3-phase grid. CJOC is not interoperable with the current single phase (1-ph) equipment/setup.

Replacement of existing single (1)-phase power distribution with three (3)-phase has become operationally essential. Further wasted augmentation/replacement of stock to support the outdated single (1)-phase infrastructure is not financially, nor logically manageable or sound. Further, single (1)-phase distribution demands the design, purchase and building of custom distribution panels to support unique legacy equipment.

Three (3)-phase electrical distribution will deliver safe, efficient, compatible power for CJOC. Conversion to a three (3)-phase distribution system enables multiple generators to operate simultaneously powering a camp grid, giving an 'always on' capability. The power distribution footprint is compatible with other three (3)-phase systems, increasing scalability amongst co-located units. Generator maintenance would take place without interrupting the power to the camp. Additionally, conversion to a three (3)-phase system will decrease the overall transport weight and logistical/airlift footprint.

Mobile Electric Power Distribution System (MEPDIS) LEX-TM3 Systems
<http://www.lextm3.com/images/mktg/LexTM3Systems.pdf>) is already in service with other CAF Units and NATO allies.

CONSIDERATIONS:

The current single (1)-phase electrical power distribution system is not capable of addressing the increasing need for electrical power on deployments. Long-term operational employment and wear & tear have resulted in CFJSR's existing single (1-ph)-phase power distribution stock items being depleted.

C5-1/2

Diminished stock has resulted in scarcity of compatible O&M parts in CFSS, increasing operational risk. CFJSR improvised/manufactured distribution boxes (grey PVC enclosures) were recently 'grounded' due to safety concerns (non-CSA approved) thus no longer employable as an improvised supply solution.

Overall, CJOC's ability to support deployed camps are hampered due to the extensive camp size vis-à-vis the electrical grid being no longer operationally feasible using existing single (1)-phase distribution.

Annex C-6
7150-1 (RDIMS# 412660)
September 2016

L1: CJOC

INITIATIVE / ITEM / ACTIVITY

OFA T2 Pressures

Expected L1 Costs – FY(s) (Add Rows as required)

Description / Demand	Fund	Current FY 2015-16			Future FYs		
		Vote 1	Vote 5	Vote 10	2016-17	2017-18	2018-19
Op IMPACT	C190	\$18,833,394					
Op REASSURANCE	C190	\$6,858,970					
Op UNIFIER	C190	\$5,904,213					
Less internal funding / mitigation		\$0					
Net Funding Requirement		\$31,596,577					

BACKGROUND:

Ops IMPACT: Unforecasted requirements including increased cost to build Erbil base, electronic countermeasure upgrades to Ministerial Liaison Team vehicles and establishment of Role 2 field hospital.

Op REASSURANCE: Increased salaries and benefits as a result changing the status of deployed CAF members from travel/temporary duty to “attached posting” (IAW Military Foreign Service Instructions) and scheduling of Land Task Force Koto 6 exercises.

Op UNIFIER: Cost of in-theatre support based on historical data from FY 15/16.

CONSIDERATIONS:

CJOC will not be able to meet operational commitments.

PROTECTED A

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s.19(1)

Commander

Commandant



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada
Ottawa, Ontario, K1A 0K2

3350-01 (J1 – RDIMS #412819)

13 September 2016

Distribution List

**DESIGNATION OF COMMANDING OFFICERS –
OPERATION IMPACT JOINT TASK FORCE IRAQ**

- References:
- A. 3350-1(J1), Designation of Commanding Officer – OP IMPACT JOINT TASK FORCE – IRAQ ROTO 3, 11 September 2016
 - B. 3350-01(J1), Designation of Commanding Officers - OP IMPACT JOINT TASK FORCE - IRAQ ROTO 3, 19 May 2016
 - C. 3350-1(J1), Designation of Commanding Officer – OPERATIONAL SUPPORT (OS) HUB KUWAIT, 6 June 2016
 - D. CDS Order – Designation of Commanding Officers, 19 August 2013
 - E. QR&O 101.07 – Training and Certification of Superior Commanders and Commanding Officers

1. The Terms of Reference for _____ and _____ have changed since references A and B were originally issued. To better reflect their current responsibilities, I hereby designate the following officers to exercise the powers of a Commanding Officer in respect of all Canadian military, civilian and exchange personnel now attached to their respective organizations within JTF-I for Op IMPACT:

Service Number	Rank / Name	Position(s)
		CO JTF-I Dei
		CO OS Hub South West Asia and CO JTFSC JTF-I

2. Appropriate terms of reference must be developed and issued to the above officers by Comd JTF-I for support in theatre and by COS SP CJOC for CO OS Hub South West Asia for operational support to other operations. The personnel listed above have met the training standard in accordance with reference B, and must

1/2

National Défense
Défense nationalePROTECTED A

Canada

PROTECTED A

continue to meet the requirements during their designation as Commanding Officer. This designation is effective upon transfer of command authority and will be in effect until redeployment or until rescinded at my direction.



S.J. Bowes
Lieutenant-General

Distribution List

Action

Comd JTF-I

Information

CJOC//COS Ops/COS Sp/J1/J3/J8/LEGAD

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UNCLASSIFIED/SANS CLASSIFICATION
(UNCLASSIFIED Without Enclosures)

Control No: CJOC2016-1103227 Organization: CJOC
 Releasable To:
 Doc Type: LETTER Doc Date: 10/08/2016
 Input Date: 11/08/2016 Final Due:
 RDIMS No: 410839
 File Classification: 6775-03350-OP IMPACT VOL 002
 Subject: SHOW TOUR REQUEST - OP IMPACT ROTO 3

CONTACTS

ROUTINGS

Assigned Date	Assigned To	Task/Detail	Complete By	Completed On	Intl:
11/08/2016	CJOC/CR	DISTRIBUTION		11/08/2016	
11/08/2016	CJOC/SECRETARIAT	INFO		15/08/2016	
15/08/2016	CJOC/OIC SECRETARIAT	REVIEW and furtherance <i>e-Copy sent to COS Ops</i>			
15 Aug 16	J1/J3	Electronic copy sent for info.	✓	15 Aug 2016	R
15 Aug 16	JFACC CO	Review / Comment. <i>F. FORTIN</i>		15 Aug 2016	FF R
15 Aug 16	COS Sp	Review			
22 Aug 16	DCmt	Review			
	Cmt d	Info.			
26 Aug	J1	Action			
26 Aug	COS Sp	for Comt's signature			M
26 Aug	Comt	for sig.			
29 Aug	CACOS Sp	see min ④			PTA SA
30 Aug	Amelie	Signed for distro back to COS Sp.			PTA SA
31 Aug 16	J1	Action			
1 Sept	CR	DISTRIBUTED ELECTRONICALLY BY J1 PLEASE PA	AUG 21 2016	MDJ/122	
AUG 24 2016					

s.15(1)

Commander

Commandant



Canadian Joint Operations Command
Commandement des opérations interarmées du Canada

Ottawa, Ontario, K1A 0K2

3350-1 (J1)

15 September 2016

Distribution List

**CJOC HARDSHIP AND RISK
SUBMISSION OP IMPACT**

2016-09

Reference: Hardship and Risk Submission – JTF-I

1. Commander Joint Task Force – Iraq (Comd JTF-I) has raised concerns that the conditions at [REDACTED] were not accurately captured and significant detail was missing at the time of the last Departmental Hardship and Risk Committee (DHRC) review, in the of Spring 2016. As a result, Comd JTF-I initiated and completed an out of cycle submission for [REDACTED] for CJOC consideration.
2. CJOC has since conducted a comprehensive assessment of this submission and now have a much better understanding of the hardship, risk and Tax Free cessation for [REDACTED] As such, I concur with the assertions of Comd JTF-I and submit Op IMPACT – [REDACTED] for an out of cycle DHRC review and assessment.
3. Should you require any additional information, please do not hesitate to contact BGen K. Horlock, COS Sp at 613-945-2266, or my J1, Capt(N) W.J. Quinn at 613-945-2305.

S.J. Bowes
Lieutenant-General

Enclosure: 1

Distribution List (page 2)

1/2



National Défense
Defence nationale

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Canada

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Distribution List

Action

SJS//DGO (Chair DHRC)

Information

VCDS

CJOC//DComd/COS Ops/COS Sp/J1/J3

2/2

SECRET

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s.17

Departmental Hardship and Risk Committee

SECREY

**RISK LEVEL
SUBMISSION FORM**



Joint Task force Iraq (JTF-I)
CONTINGENT / TASK FORCE / UNIT

Op IMPACT
OPERATION NAME

LOCATION _____

Rotation 3
PERIOD _____



Prepared by: _____
Name / Rank / Appointment
(with signature) _____ Date 26 Aug 16

Reviewed by: _____
(with signature) _____ Date 26 Aug 16

THIS DOCUMENT IS TO BE CLASSIFIED APPROPRIATELY ONCE COMPLETED

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Departmental Hardship and Risk Committee

Risk Part 1 – Kinetic Activities

Factors	Description	Effect on Deployed Contingent
Threat Posed by Hostile Forces	<p>(S//REL CAN, IAW CJOC OP IMPACT Operational Threat Assessment dated 12 Feb 16, the risk of terrorism is MEDIUM. MEDIUM is defined as, "An individual, organization, or nation has been identified as possessing both the capability and intention of affecting the defined threat, but may not do so for various reasons. It is probable; however, they may attempt do so at some other time." CJOC Operational Treat Assessment stipulates that reports indicate that are most at risk. Attacks would likely be low-level, possibly involving an IED combined with small arms against targets of opportunity. On 26 June 15, extremist sympathizers conducted a mosque bombing in downtown This demonstrates that threat actors have the desire and capability to conduct operations within CDNs travel from base to base weekly, spending several hours off base, . The CJOC J2 noted the arrest of 14 members of AQ in Saudi Arabia for planning to target buses carrying in Qatar and Kuwait. security forces have identified a minimum of 134 suspected ISIL members /sympathizers in their ranks. Threats come from ISIS, extremist groups, sympathizers and radicalized individuals who routinely threaten to attack the There is also an ongoing direct and collateral threat from espionage operations. The threat from espionage is assessed as HIGH. Threat actors include Hostile Other Intelligence Services (HOIS) and extremist sympathizers looking to collect information on Coalition members. Such collection operations are primarily cyber/SIGINT threats, but can and do include surveillance of assets transiting to and from JTF-I facilities within The CJOC J2 assessed the threat from SIGINT collection as HIGH. These include reports of suspicious activities at the International Airport through which all JTF-I members returning to and from home for HLTA are required to transit. Reports have also indicated that conducts routine surveillance on JTF-I/Coalition assets. Extremist groups and sympathizers have in the past collected personal information on Coalition members and used that information to contact family at home IOT harass the member through intimidation and threats of violence against their family members personnel can be required to fly over Iraq and are subject to SAFIRE and other attempts to down Coalition aircraft, which includes the use of high powered laser pointers, which are used in attempts to blind aircrew and pilots.</p>	<p>(S//REL CAN, All members of are confined to the base for the duration of their deployment, which is usually Members are issued pistols and are required to travel with PPE. Members cannot travel off base except for operational reasons and when driving cannot make side trips but must travel base to base. Security procedures are meticulous and personal information including home addresses are shredded/burned to prevent reprisal attacks against families. The need to be constantly vigilant is a significant long term stressor.</p>

Departmental Hardship and Risk Committee

Civil Instability	<p>(S//REL CAN, The government in s generally stable; however, it is not a democratic government and does not afford the same rights and freedoms to its citizens and non-citizens that CDNs are used to. Political demonstrations with in are generally rare despite their frequency in recent years. The police do not conform to the same standards as CDN police and the CJOC J2 notes that punishments are harsh. Canada has a ratified agreement with that provides diplomatic immunity for CAF members and civilians; however not all local forces are aware of the agreement. Consequently, travel to for non-duty purposes is prohibited. There is a consistent disregard for traffic regulations off-camp, including speed limits. Severe, high speed accidents are a matter of routine rather than exception.</p>	<p>(S//REL CAN The CJOC J2 notes that organized demonstrations in are not normally anti-Western in nature, but JTF-I members outside of the bases need to be vigilant. personnel on can be required to travel ir to the Airport and Embassy, these personnel are at risk of harassment and potentially violence if stopped. Trips are limited to duty runs to prevent further surveillance or targeting of CAF personnel and bases. Uniformed members transiting on public roads are readily identifiable by hostile actors and would likely be seen as targets of opportunity and struck if possible. Movement on is dangerous due to serious, high speed accidents. There is a consistent disregard for traffic regulations off-camp, including speed limits. The maintenance levels of local vehicles, inattentive drivers and aggressive driving are not norms for CDNs.</p>
Risk Caused By Other Contingents and/or Neighboring National Forces	<p>(S//REL CDN personnel on are located in close proximity to a CDN personnel are within the evacuation zone and must be prepared to evacuate immediately upon notification (2km zone). There is currently no evacuation plan. is experiencing problems with the sexual assault. In August 16, the Area Support Group Kuwait warned of "an alarming increase in sexual assaults on (see Annex C, photo 1). Notices advertising this fact have been posted in most public places around the camp and have served to curtail the activity and movement of CDN personnel. JTF-I PM met with the Commander of the on the 23 August 16 which revealed that from 01 Aug 15 - 31 Jul 16, CID investigated 75 reported crimes of a serious nature which included fraud, drugs, property crime, sexual misconduct, sexual assault, crimes against persons, child porn and death investigations. Of the 75 reported crimes, 13 were related to "abusive sexual contact" cases (no penetration) with three reported "sexual assault" cases (penetration). One of the three "sexual assault" cases was unfounded with the remaining two cases currently ongoing. CDN personnel live in close proximity to Coalition members. Theft of unattended personal items occurs. Local nationals and contractors have keyed access to CDN living quarters and CAF members have been awoken by local nationals entering their sleeping areas without authorization or need. CDNs share dining facilities, ablutions facilities and washroom facilities with contingents that do not conform to North American standards of cleanliness. military personnel and some personnel from foreign contingents disregard the rules of the road and driving regulations.</p>	<p>All CDNs at work in close proximity to There is no plan for evacuating these personnel in the case of emergency. The potential for sexual assault causes stress for members and serves to curtail their movement throughout The risk of sexual assault has caused CDN personnel to change their routines. This causes feelings of restriction, isolation and stress. The hygiene habits of other contingent personnel vary in standard and because common ablution facilities are used this effects CDN military personnel.</p>

Risk Part 2 – Operational Environment

Factors	Description	Effect on Deployed Contingent
Geospatial	<p>faces air contamination issues related to the industrial and transport sectors, air quality at [REDACTED] is mostly likely linked to general particulate matter related to the desert. Reports from CAF Force Health Protection note that CAF members exposed to particulate matter in the air typical of sand storms common to the location may experience short-term respiratory symptoms and this could result in decreased cardiopulmonary function temporarily. There are a large number of diesel generators powering the camp which may impact air quality.</p> <p>Venomous snakes and scorpions are found in [REDACTED] and on [REDACTED]. [REDACTED] personnel need to be aware of venomous animals. On average 2-3 personnel receive treatment for post exposure rabies prophylaxis each month following animal bites or scratches; however, the risk of rabies is considered low. Soil contamination is a problem due to windblown sand. There are areas of UXOs and mined areas in [REDACTED] along the coast and in desert areas. Mine clearing operations in 2010 located some 3.5 tons of unexploded mines during clearance operations. Shifting sands and erosion expose mines on a regular basis. CJOC assesses of the overall hazard from mines and UXOs in Kuwait as LOW.</p>	<p>Movement outside during windy days can lead to scratched corneas. Personnel are issued goggles; however, wind can pick up quickly and blow sand and debris into eyes before they can be protected. Bites from scorpions or snakes hiding in shoes, under bed covers or lying along the road could lead to illness and in extreme cases death. Medical briefs provided during Reception, Staging and Onward Movement (RSOM) increase awareness and provide precautionary measures. Personnel must remain alert and it can contribute to stress. CAF personnel living on [REDACTED] travel between bases for duty and Home Leave Travel Assistance (HLTA). Physical training and driving off road is prohibited due to UXOs.</p>
Health and Hygiene	<p>Sand and dust are a constant discomfort. Bug and rodent incursions into work spaces and living quarters are a discomfort and potentially dangerous. Ablutions are separate from living quarters and the facilities are insufficient for the high density population. Consequently, ablutions and toilet facilities are overcrowded and become contaminated quickly. Portable toilets are hot during the day, when external temperatures reach 50 degrees, and the smell is often unbearable. The facilities are frequently contaminated with urine and fecal matter. Toilets do not always conform to North American standards and squatting stalls are common (see Annex C, photo 15). Sinks are often broken, which prevents washing. Laundry machines are very limited and frequently broken, which limits regular washing of clothes (see Annex C, photo 20). There have been Bed bugs in certain living areas requiring pest management and extensive cleaning (see Annex C, photo 5). The [REDACTED] services advises that the greatest short-term health risks include ingestion contaminated food or water and exposure to extreme heat and airborne dust and sand.</p> <p>[REDACTED] assesses a high risk for diarrhea and hepatitis A, medium risk for typhoid/paratyphoid fever, cutaneous leishmaniosis, Q-fever and leptospirosis.</p>	<p>personnel are advised to consume food, water, ice only from US-approved sources on [REDACTED]. These sources are approved by the Preventative Medicine unit currently located on [REDACTED]. Regular inspections are carried out in all dining facilities and commercial eating establishments. [REDACTED] personnel occasionally come into unavoidable contact with standing water IVO the accommodations. Toilets, showers and sink facilities located in the same room come with hygiene issues endemic to communal facilities. Accommodations and washrooms are in separate buildings which is inconvenient and cause disruptions in sleep due to distance. The daily requirement of sewage removal perpetuates a constant foul odour of sewage and diesel fumes in areas adjacent to toilets. The UV level is consistently at 10-11 and skin burns quickly. There is potential for heat illness if proper work rest cycles are not followed. The temperatures are monitored by the Public Health Department.</p> <p>members with dust allergies find their symptoms are exacerbated. CDN personnel serving on [REDACTED] are advised by the CAF Force Health Protection to use DEET on all exposed skin and to treat uniforms with permethrin. The Role 3 hospital stocks both snake and scorpion anti-venom for treatment of significant venomous bites.</p>

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Physical Geography and Effects	Wind blowing from the West is extremely dry and hot. Wind blowing from the East bring high temperatures and high humidity. Touching metal, car doors or building door handles can cause burns. Severe sand storms during the summer produce flying debris and can cause disorientation. Flash flooding during October to February cause extreme driving hazards. Shifting sand and flash flooding is common.	The need for vigilance due to the effects of extreme weather such as heat illness, sun burns, and blowing sand can cause stress. The extreme heat makes it difficult to relieve tension by doing PT or outdoor sports. When AC units malfunction it is very difficult to sleep.
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SECRET

**HARDSHIP LEVEL
SUBMISSION FORM**

Joint Task Force Iraq (JTF-I)
CONTINGENT / TASK FORCE / UNIT

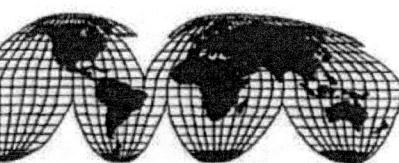
Op IMPACT _____
OPERATION NAME

LOCATION _____

Rotation 3 _____
PERIOD



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Prepared by: _____

Name / Rank / Appointment _____
(with signature)

26 Aug 16
Date

Reviewed by: _____

(with signature)

26 Aug 16
Date

THIS DOCUMENT IS TO BE CLASSIFIED APPROPRIATELY ONCE COMPLETED

Hardship Part 1 – Duty Circumstances

Factor	Description	Effect on Deployed Contingent
1 Force Protection Levels and Alert State	<p>IAW NSOD Chap 11 Ann A, and COMD JTF-I GUIDANCE-FORCE PROTECTION LEVEL, FORCE PROTECTION MEASURES AND CRITICAL ASSETS, the FPL for Op IMPACT is FPL4+ where some FPMs from FPL 3 and 2 will also be implemented. The following FPMs under FPL 3 are applied: 3INT03, 3INT04, 3OP03, 3OP04, C273OP06, 3OP08, (modified so that pers must be 3OP11, 3SEC02, 3SEC04, 3SEC06, 3SEC07, 3SEC09, 3SEC11, CBRNE03, 2OP12, 2SEC10, and 2CBRNE01.</p> <p>is a fortified camp in proximity to an active war zone and is located in a region where the threat from terrorism is MEDIUM. Multiple defensive perimeters are manned in conjunction with roving patrols. Conditions within are secure from external actors but not from insecure from internal criminal activity. 24/7 force protection exists at the Camp gates which has controlled access with armed security and vehicle searches. Numerous local employees commute daily and work throughout the camp. Off base travel is for duty purposes only, except for travel to the for leave travel. Personnel wear their uniform during work hours and are permitted to wear civilian clothing during off hours. Civilian clothing is required if travelling to the Airport. Vehicles must have two pers, carry PPE and have a cell phone.</p> <p>Some and coalition personnel live and transit through on a regular basis. Incidents of sexual assault has been reported to be increasing at . On 20 Aug 16, the Commander of Area Support Group issued an advisory with personal protection measures to keep room doors locked, travel in battle buddy teams from 2200 - 0500, remain in well lit area and ask for ID before opening room doors. (see Annex C, photo 1).</p>	<p>Members travelling outside bases must remain vigilant of their surroundings at all times and are required to adapt their movement patterns so as not to present a vulnerability. This causes stress.</p> <p>FP measures enacted to reduce the likelihood of sexual assaults restrict movement from 2200 to 0500 hrs, directly impacting shift workers who travel to and from work during this period. Other CDN personnel can be required to travel from their accommodations to their work space during this period and personnel will do this routinely. These personnel cannot always find battle buddies to travel with and are forced to travel alone. Sexual assaults have occurred in the ablutions and accommodations areas and consequently CDN personnel must maintain a heightened state of vigilance causing additional stressors. The Chain of Command has attempted to mitigate the threat by imposing force protection strategies. (see Annex C, photos 3 and 4)</p>
5 Daily Routine	<p>Work schedule varies per place of employment with some units operating 24/7. Personnel work a minimum of 12 hour days, 7 days a week. The high op tempo of the HQ requires most personnel work longer than 12 hour days. personnel work rotating shifts. Shifts are subject to frequent change and personnel are required to rotate through day, evening and night shifts. Physical training is encouraged but for most personnel the long hours make it difficult to maintain a good routine. Physical training outdoors is discouraged for seven months of the year due to the extreme weather conditions. In the summer the temperature regularly exceeds 47 degrees with blowing sand. For July and August, temperatures exceeding 50 degrees are not uncommon. Most personnel work long hours and there is little opportunity for leisure.</p>	<p>The high op tempo and long work days disrupt normal sleep patterns and limit recreational time which adds to stress levels. Shift workers experience disrupted sleep patterns due to rotating shifts. Exacerbated by cleaners, and other maintenance personnel, who move about and make noise in the accommodations areas during the day. Other than HLTA, most personnel are not allocated a day off during their deployment. When op tempo permits, supervisors can give a half day off a week to allow personnel to rest/relax. CDN supervisors can take additional measures to ensure personnel are allocated periods of rest. During off duty hours personnel are confined to base. Difficulty sleeping is common and will continue as there are multiple contributing factors.</p>

4	Conditions and Equipment for Operational Tasks	<p>Personnel work in an office environment, in cubicles or small cramped office spaces without windows for extended periods. Some offices are located near noisy generators or loud equipment that generates constant background noise. Office areas do not have indoor washroom facilities, ablutions trailers and/or portable toilets are located outside office areas. (see Annex C, photos 10 and 11).</p> <p>Air conditioning equipment failures are frequent and require long periods of time to effect repair.</p> <p>Computer connectivity is problematic and the equipment used by 50% of the personnel is dated and malfunctions regularly. The lack of integration between CDN and coalition computer systems is problematic and reduces productivity. Computer and communications infrastructure amongst the coalition is not harmonized. This leads to unsuccessful teleconferences, lost communications and the inability to complete routine tasks easily. Personnel working at use secure in order to accomplish their tasks.</p> <p>Requests for clearances are vetted through a stringent process which takes time. CDNs waited more than 30 days to receive the clearance required, before assuming normal duties.</p> <p>There are available for but these are primarily committed to work tasks and not for personal transportation purposes.</p>	<p>The cramped conditions and isolated environment add to the stressors of the working environment for JTF-I personnel. Extended hours sitting in front of a computer puts physical stress on some staff. Temperatures in offices regularly reach 30 degrees during peak heat periods. When the air conditioning fails in sleeping quarters, personnel sleep in their cubicles as the quarters become too warm for sleeping. One officer spent seven nights sleeping in an office space in a two month period between 20 June 16 and 20 August 16. This has led to fatigue, stress and back pain for some personnel. Work tickets are raised when incidents of equipment failure occur, but high demand on maintenance services leads to delays.</p> <p>Dated computer equipment is a persistent irritant. The frequency of IT issues causes delays or missed deadlines and expectations from higher vary depending on the degree of importance. The ramifications for missing or delaying deadlines also vary and cause additional stress.</p> <p>Mitigation issues with respect to clearances are undertaken in Canada, but Coalition administrative process remains slow which leads to frustration and loss of productivity. Personnel walk long distances between work spaces, accommodations facilities and dining facilities, buses are available but often overloaded. Some personnel have purchased bikes. personnel work 1.9 kms from their accommodations.</p>
3	Foreign Contingents	<p>Members of JTF-I work closely with members of the Coalition. The nations include the military. Personnel have daily engagements with multiple coalition forces. The CDNs working on Coalition members, many of whom have different cultural norms, expectations and patterns of behavior.</p>	<p>Frustration occurs frequently while conducting normal operations with Coalition partners due to differing culture, work ethics, and standard operating procedures. Often procedures and stated requirements change from week to week or from supervisor to supervisor. CDN personnel often do the cumulative work of their subordinates who are often coalition members who do not effectively contribute to staff production. The CDN personnel at are challenged to integrate into a larger community and need to deal with a correspondingly greater hardship of social isolation than they would on a CDN camp. This feeling of social isolation is exacerbated for Francophones due to their inability to communicate in their first language.</p>

		JTF-I personnel are required to attend routine meetings and escort local personnel IOT permit them to conduct cleaning and maintenance duties. These additional tasks often cause members to fall behind in their normal operational duties. Local police and other authorities are often unaware of the high level agreements between our countries. Canadians spend several hours per week driving between bases in Local nationals do not conform to CDN driving standards, as such, high speed, erratic driving and severe vehicle accidents are common on roads. Local drivers are prone to rapid lane changes, without looking or signaling. The majority of the population drive extremely aggressive and this is unsettling for CDN personnel who adhere to our national standards. An incident involving the police placing the blame for a vehicle accident on a CDN (who was struck from behind) adds to the stress felt by drivers (details are held by Canadian MPs). It should be noted that during this incident, the CAF driver was involved with the police for more than seven hours. Driving under these conditions is significantly more onerous than it is in Canada and is a stressor.
2	Local Forces / Police	JTF-I personnel can be required to interact with military officers, security and contractors. Interactions with police can occur, but may likely occur while driving off-base. The use of interpreters and cultural liaison officers is normal. It requires diplomacy, and challenges are common when dealing with differences in cultural beliefs. Canadians perform escort duties, escorting local contractors for garbage removal, cleaning, etc. Local police are not trained to Canadian standards, do not speak English and appear to lack professional competence. CJOC J2 notes that punishment in the local justice system is harsh.

Hardship Part 2 – Sustainment and Leisure

Factor	Description	Effect on Deployed Contingent
2 Accommodations, Sleep Comfort and Privacy	<p>JTF-I personnel are housed in a variety of quarters. On arrival in personnel are placed in a warehouse-style accommodations facility where as many as coalition personnel share a common area and sleep on bunk beds with fabric dividers. The sleeping areas are open to public view, without privacy, doors, or locks. Bed bugs are problematic due to the high turnover rate of personnel. (see Annex C, photo 5) Personnel have remained in this area from five days to four months, dependant on the availability of semi-permanent quarters (see annex C). The average stay is one month. When available, personnel move to either accommodations warehouses, which are built in re-purposed vehicle bays or ATCO trailers. The accommodation warehouses are rows of bunk beds in one large room without dividers (see Annex C, photos 6, 7 and 8). There are personnel on average per room. The floors are concrete and overall the conditions are industrial-like. The shared accommodations are a minimum of 2 per room, with lockers serving as the only divider.</p> <p>The ATCO trailers are two or sometimes one per room and are limited to senior officers when available. Air conditioning is problematic and frequently breaks down. Some rooms have had black mold which required remediation and is without soundproofing. There is no natural light in any accommodations areas as the buildings use blackout shutters. Mattresses on the beds are very poor quality due to repeated use. This has lead to bedbug outbreaks and is common to communal living situations.</p>	<p>Minimal privacy, constant camp and base activity combined with long working hours can lead to fatigue and irritability. Due to shift work, shared quarters, the presence of industrial air conditioners, large electrical generators (operating 24/7), quiet hour construction activity and the presence of an active runway, noise is inescapable at times and can disrupt sleep. Beds cause back pain and difficulty sleeping. Power outages, which are a weekly occurrence, shut down air conditioning units and make sleep difficult. One officer chose to sleep in a work space seven times in two months due to malfunctioning air conditioning in his quarters.</p> <p>Advisories have been issued ref procedures to follow to reduce instances of bedbugs however the potential of reoccurring outbreaks is likely and adds to stress levels.</p>
3 Washrooms/Ablution Facilities	<p>In the warehouse accommodations and re-purposed vehicle bays, ablutions facilities are extremely limited, with as many as personnel sharing five sinks and five showers (see Annex C, photo 13). The ATCO trailers are dated and ablutions/bathroom facilities are not internal. Mold, fecal contamination and poor cleaning are standard. (see Annex C, photo 13) Water for showering is intermittent and periods of 48 to 72 hours without running water for ablutions is not uncommon. personnel at will experience water and power outages weekly.</p> <p>Washrooms throughout the Camp consist of portable toilets and ablution trailers. Portable toilets are unlit and the level of sanitation is extremely poor. Many do not feature North American style toilets and have squatting pads for defecating. (see Annex C, photo 15) The running water is non-potable with faucets inoperable, doors that can not lock, toilets out of service for long periods and no toilet paper, (see Annex C, photo 10) There is no cold water in showers. Showers are limited in duration IOT conserve water. Laundry facilities are limited, with washers and dryers often out of order (see Annex C, photo 20).</p>	<p>Sleep cycles are impacted when personnel need to leave their quarters to get to washrooms. Members of cope without water for ablutions or laundry several days a month. (see Annex C, photo 17). This situation is caused by the high volume of use that Camp facilities receive. The Camp is attempting to mitigate the issue by leaving main water lines exposed so that repairs can be made more rapidly. The frequent absence of working laundry facilities creates long wait times for machines and personnel must remain with their laundry throughout to prevent theft of uniforms and clothes. The high incidents of inoperable laundry facilities is caused by the fact that household grade machines are used rather than industrial machines, and the volume of use is high. Due to slow response to work orders, toilets and urinals are often plugged and filled with other people's bodily waste. Lineups are long for ablutions.</p>

4	Food Supply And Preparation	<p>All meals are provided by DFAC dining facilities. Meals are provided on steam lines and consist of a variety of American style food including fresh fruit and vegetables. The menu is repetitive in a weekly cycle. Dining facilities are extremely crowded and loud (see Annex C, photo 25). Off-hour dining options for shift workers offers significantly fewer meal choices. Coffee, drinks and toast, which would routinely be served at a CDN mess outside of meal hours, are not provided at all of the DFAC facilities.</p>	<p>Dependant on where personnel work or live, there are long walks to dining facilities. While the meals are nourishing, they are repetitive and mundane. Personnel working on shifts who are required to use off-hour dining are presented with a limited and unvarying choice of food. There is an bus service on base; however, wait times can be long. Force protection requires two pers after 2200hrs. The use of military vehicles on for transportation to and from meals is not practical. There are only vehicles for personnel who work and live in different locations, work different shifts and follow different meal hours.</p>
5	Drinking Water	<p>Then only potable water on the Camp is bottled. Ablution water is non-potable.</p>	<p>Sufficient potable water is provided in bottled form, however it is left at predetermined drop points in the sun for hours and is often too hot to comfortably consume. Some accommodations and offices have refrigeration units for water; however, this is not the standard.</p>
9	Personal Communications Capability	<p>There are not any dedicated morale and welfare computers or phones at Nor is there morale/welfare WIFI available. Personnel can buy internet access from a local provider at their own expense; however the quality is poor and service is intermittent. Personnel are briefed that this service is insecure and that they should not conduct personal communications or business such as banking. Only CDN personnel have access to DWAN, which is unable to access many banking sites. All comms on camp are conducted in English.</p>	<p>The distant nature of the mission makes it difficult to align communications with family and friends. There is no secure communication to conduct banking or to discuss personal matters. Internet, which can be purchased for a premium, is expensive and often insufficient even for SKYPE. The quality is poor and sporadic. Pay phones are almost non-existent. Personnel feel disconnected from their spouses, children and friends. This is exacerbated by the small number of Canadians who are dispersed across the large area of ! Canadians are generally employed as individual augmentees and are not able to "buddy up". (see Annex C, photo 2). This creates a sense of isolation. This is particularly acute for Francophones who are in an English HQ with little opportunity to communicate in their first language.</p>
1	Standing Restrictions on Personal Liberty	<p>Personnel cannot leave Camp except for official business. When travelling between bases, side trips or non business stops are not permitted. IAW JTF-TSI 2.0 Personal Relationships and Fraternization is strictly prohibited anywhere while in theatre on Op IMPACT. " IAW JTF-I TSO 1.0 Alcohol Consumption, personnel are not authorized to consume alcohol while deployed on Op IMPACT." base policy prohibits opposing genders from entering each others quarters (see Annex C, photo 3). All personnel are subject to recall 24/7.</p>	<p>Although ! s a large camp with several amenities there is little privacy or opportunity to use the facilities due to op tempo and disbursement of personnel across the camp. Inability to leave the camp creates an additional level of isolation for personnel.</p>

7	Morale, Welfare and Recreation	<p>There are gym facilities at [redacted] (see Annex C, photo 23); however, due to external temperatures these facilities are often overcrowded. There is an American video library available where personnel can get free movies and books. Accommodations have common TV rooms co-located with laundry machines but do not have CDN programming. These facilities are limited in number and heavily used due to the high density Camp population. There is no Canada House in [redacted] and no CDN facilities. The closest PSP rep is in [redacted]. There are no francophone services offered and no hard copy francophone media publications or transmissions available. There is no mess where personnel can go to socialize, but there are restaurants and US community centres.</p>	<p>Books and movies are available in [redacted] but TVs and video players are not provided. Limited quantities can be signed out on loan from the PSP rep in [redacted]. It is difficult to organize CDN events due to varying shift/work schedules. Aside from dining together personnel are generally solitary which contributes to a feeling of isolation. Francophones with limited language skills are further isolated. Women are disadvantaged as the prohibition on entering men's quarters and the absence of common facilities leaves them more isolated (see Annex C, photo 3).</p>
8	Postal Services	<p>There is no CDN postal section in [redacted]. Postal services are located at [redacted] and are not readily accessible. Long periods between CAF sustainment flights has created delays in mail delivery into and out of [redacted]. There is an additional delay of up to one week for mail to come to [redacted] from Camp [redacted].</p>	<p>Mail is a major morale issue and point of frustration when there are long gaps in receiving mail. Changes in sustainment flights, transportation delays between bases or higher priority freight requirements has increased the gap in delivery of mail. Receipt of mail can take from one to two months. Personnel can order items online and have them shipped direct to the camp however, personal mail/packages from family are delayed, which negatively impacts morale and further contributes to isolation.</p>
6	Access to Retail and Service Facilities	<p>With the restriction to off-base travel, access to retail facilities is minimal. There are a few retail outlets and two [redacted] outlets on the base that offer a limited variety of western style products, food, drinks, clothing and personal hygiene products. Expiration dates on food products needs to be closely monitored. Personnel can order products online.</p>	<p>Retail services are limited and some products can be expensive. Online ordering is available however internet security and the risk of compromising financial information is a known risk.</p>

Hardship Part 3 – Operating Environment

Factor	Description	Effect on Deployed Contingent
7 Accessibility and Standard of Health Services Support	<p>There are no CAF integral medical assets or spiritual services available on base. CAF members wishing to see CAF health care providers are required to travel to a distance of 111 kms away. Members are able to seek care at the CAF Role 3 Hospital with 24/7 Emergency Room services. Several additional medical services are available to CAF members including Internal Medicine, General Surgery, Orthopedic Surgery, Psychiatry, Psychology, Social Work, Optometry, and Dental. The CAF Role 1 HSS can assist members in accessing these services if there is any difficulty. Preventive medicine services are also available in theatre. In addition to the Role 3 Hospital, several host nation hospitals have been validated for use by the US as well as Accreditation Canada and undergo regular reviews. In some instances, members with significant medical illness/injury may require aeromedical evacuation to Role 4 hospitals in Germany or Canada. There are currently no CAF Mental Health providers in theatre.</p>	<p>Vehicle accidents are a serious concern due to the local driving conditions. Injuries sustained while off base may result in CAF members being treated at host nation facilities which has the potential to be overwhelming and stressful. CAF HSS is notified in all of these cases to ensure CAF members are receiving the best care possible and if necessary, arrange transfer to the most appropriate health care facility. Personnel in distress or crisis would likely have to see Care Personal which may not be desirable for some members. Some CAF members may be reluctant to seek health care via the Host Nation medical system.</p>
5 Local Climate	<p>The desert climate is harsh. The hot season is April to October with an average temperature of 40+ degrees. During the summer, daytime temperatures average 43 degrees and often reach 50+ degrees. Extreme humidity can compound the effects of these temperatures. Nighttime summer temperatures normally stay above 35 degrees. Winter daytime temperatures are normally around 20 degrees with nighttime temperatures dropping to around 0. Sandstorms are frequent during the dry summer months, which see less than 1 mm of rain from late-May to late-Oct. During the winter rainstorms are common. Significant storms occur from late-Oct to early-Nov and from late-Feb to early-Mar.</p> <p>Personnel work indoors but are exposed to the weather while walking to and from work, accommodations and dining. All personnel receive a preventive measures brief from the medical officer during RSOM on hydration and protection from the elements. Vehicles are air conditioned.</p>	<p>The extreme daytime summer temperatures limit the amount of time personnel can spend outside and limit the ability to do outdoor PT. Storms cause frustration for members attempting to transit outdoors as flooding is common following heavy rains. Extreme winds and frequent storms prevent members from being able to sleep. Eye protection is required during storms, and if not worn the blowing sand and dirt have the potential to cause corneal abrasions. Extreme temperatures result in power outages and frequent air conditioning malfunctions due to overuse. Extreme changes in weather also causes deadly/nuisance wildlife to seek refuge inside quarters and work spaces. Rainstorms leave standing water and the high humidity prevents accommodations from drying out. Extreme heat and desert conditions makes living conditions uncomfortable.</p>

2	<p>Exposure To Death / Use of Deadly Force</p> <p>personnel are involved with intelligence and targeting and contribute to the killing of the enemy through the targeting process. First hand participation in the targeting enterprise involves selecting and recommending human and material targets for strike. Their actions inform the ISR efforts of the wider coalition including JTF-I/ATF-I. Part of their duties involve the post-strike Battle Damage Assessment of coalition targets including the number of enemy killed. Civilians, including women and children are sometimes struck, in spite of Coalition efforts to avoid civilian casualties and reduce collateral damage. Intelligence and targeting personnel are aware of and see the effects of the strikes. CDN personnel work with photos, videos and reports of human remains, including women and children.</p>	<p>The personnel involved in targeting are aware of, and see Battle Damage Assessments, which show combatants and may show non-combatant casualties if they were present during the strike. Non-combatants would be civilians and could include women and children. For some individuals this may cause variety of emotional responses including anger and self loathing which may lead to isolation. Deployed members received the Road to Mental Readiness Brief during in-clearance which reviews signs and symptoms of mental distress in both individuals and their peers. It also reviews when and how to access help for mental health concerns. Two of the 16 personnel received 90 minute briefings given by the Unit Padre in on how to spot signs and symptoms of PTSD and mental issues.</p> <p>The use of culturally significant sites by the enemy and the use of human shields leads to ethically difficult decisions in both dynamic and deliberate targeting. The isolation of Canadians in makes it difficult to discuss emotional concerns and there is no CAF spiritual support in The majority of the contingent have recently expressed distress at the amount of death and suffering witnessed daily. Immediate assistance is being offered while a review of the scope of needs is assessed.</p>
1	<p>Exposure To Human Suffering, Misery and Inhumanity</p> <p>Intelligence and targeting personnel on are regularly exposed to human suffering during their tour. The targeteers and intelligence personnel view images, reports and full motion video. This includes rape, murder, beheadings, people being burned alive, people being tortured, acts of genocide and reports of mass graves. Intelligence and targeting personnel are exposed to the depredations being committed by ISIS against a civilian population. Exposure to these facts is repetitive and extensive and a required function of their jobs. Personnel can feel they have contributed to that suffering because of their management of the bombing campaign. Additionally, many aspects of the local culture are dramatically different from CDN society. personnel also deal extensively with ISIS propaganda which celebrates beheadings, immolations, and the torture of men, women and children.</p>	<p>Exposure to human suffering can be very upsetting and stressful for some individuals and in some instances could lead to significant mental health disorders such as depression, anxiety, or post traumatic stress disorder. Because of the classified nature of the targeting enterprise, these personnel cannot share their experiences with friends and family, a fact which can further contribute to emotional isolation.</p>
6	<p>Social Isolation</p> <p>There are Canadians among some coalition personnel on They work on varying shifts and are housed in various locations. Canadians do not work in close proximity to any other Canadian. There are very few Canadian gatherings due to varying work schedules/locations, and no Canadian welfare areas to hold gatherings. There are no Francophone services and Francophone personnel do not work together.</p>	<p>Personnel feel isolated from friends, families and co-workers. Command strives to create bonding opportunities but these are poorly attended due to varying work schedules. This has resulted in a decline in the sense of comradery or belonging to the Mission as a whole. Francophones are more impacted as all communications and all documents are solely in English. Because of the extremely limited number of Canadians at the Francophones have limited ability to mitigate their social isolation by communicating together. This leads to stress and frustration.</p>

Departmental Hardship and Risk Committee

4	Local Language and Culture	The local language is Arabic but a large number of local labourers are Indian. English is spoken with varying capability and French is rarely spoken. Canadians deal with local cleaners, maintenance personnel, DFAC serving staff and security personnel as well as Kuwaiti military officers contributing to the coalition.	Dealing with the locals can be challenging given varying language capabilities and cultural differences which when experienced routinely on the camp can increase frustration. Personnel have to be aware of customs, especially during times such as Ramadan, and act appropriately.
3	Local Population Attitude	Local nationals, when encountered, are generally indifferent. Kuwaiti nationals and foreigners are treated differently by the police.	Few Coalition members are permitted to travel off base. Different HN processes can cause frustrations as processes and priorities can differ from what personnel are accustom to in Canada. There is increased stress when travelling, based on the potential to have interactions with local police who may not be familiar with HN agreements. Cultural issues could make it harder for female personnel to deal with the local population but all personnel receive cultural awareness briefs prior to departing Canada. There is only one Canadian female currently on the camp.

s.15(1)

Annex C
7210-1 (CJTF-OIR 2LNO)
18 AUGUST 2018

CAMP ARIFJAN PHOTOS

FP WARNING.



SITUATIONAL AWARENESS

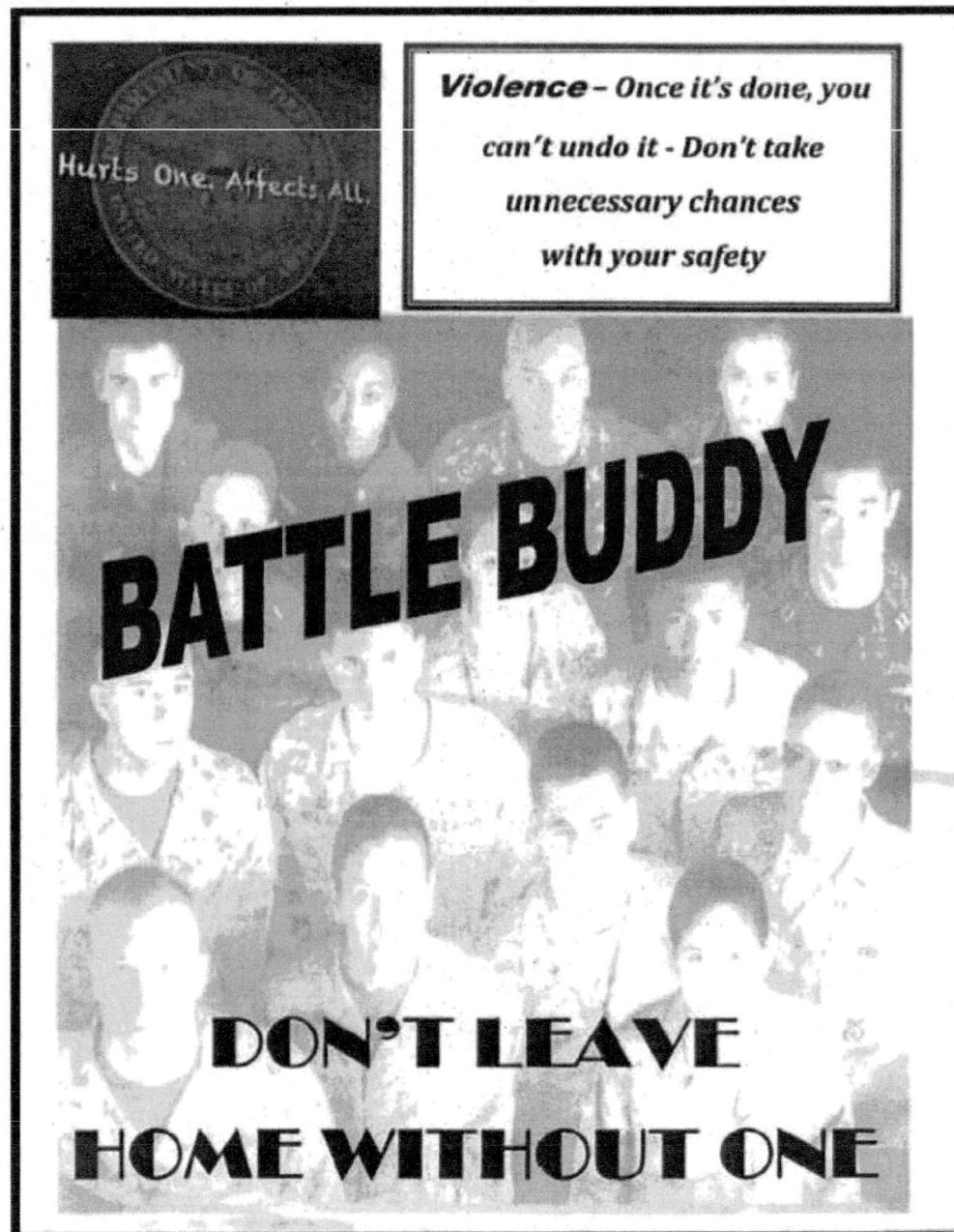
Over the last three months there has been an alarming increase in sexual assaults on [redacted]

- Keep Room Doors Locked
- Travel in Battle Buddy Teams from 2200-0500
- Remain in well light areas
- Ask for ID before opening room doors to anyone
- Call Housing to verify workers ID and work orders:
430-3177 / **2389 6287**

Report anyone suspicious to the ASG-KU
Military Police :
DSN: 430-1343 / COMM: 9963-0208

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18 August 2018

FP WARNING.



Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

RESTRICTION TO PERSONAL LIBERTY.

**NO FEMALES
ON FLOOR**

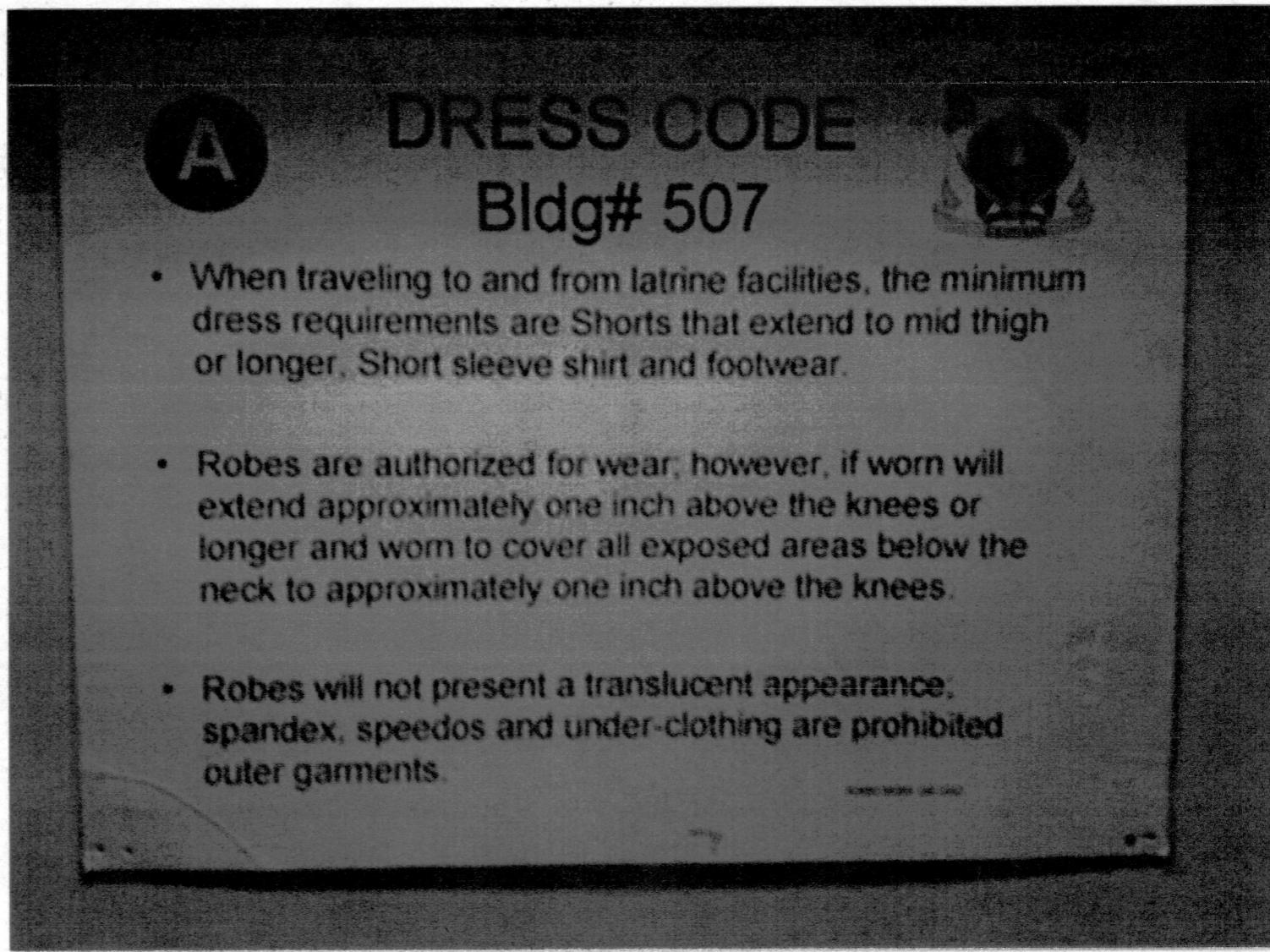
PER ASG-KU COMMAND

Annex C

7210-1 (CJTF-OIR 2LNO)

18 August 2018

RESTRICTIONS TO PERSONAL LIBERTY.



Annex C

7210-1 (CJTF-OIR 2LNO)

18 August 2018

NOTE LEFT ON ACCN BEDS.

Pest Management Bed Bug Procedures Protocol

1. Complete Thorough Inspection of the Entire Structure.
2. If no infestation is visibly present and Bed Bugs are still suspected monitoring devices such as Glue Boards should be placed for no less than 96 hours.
3. All Occupants' laundry and bedding must be specially washed at the same time in excess of 120 degrees Fahrenheit.
4. All Laundry must be heated/dried at no less than 120 degrees Fahrenheit for a minimum of 90 minutes. Subsequent heating cycles need to be utilized to fulfill this time requirement.
5. Remove all mattresses and makeshift furniture (Tables, Stands, Etc) at the same time. Mattresses and rugs should be placed in the center of building.
6. Any personal items that cannot be washed or any item the occupant can part with should be burned. All remaining loose items must be double bagged and treated with a contact non-residual pesticide (PT-565) and remain bagged in the treated unoccupied structure. Once the all clear and final inspection is completed items should be cleaned as best as possible. Make sure all bed frames are ready and cleared for treatment.
7. Thoroughly clean infested structure. No trash, posters or pictures on walls, no personal items left behind, and floors swept thoroughly.
8. Pest Management treatment of infested structure.
9. No re-entry for 8 to 10 hours.
10. Ten days after initial treatment, Pest Management will do a follow-up inspection of entire structure.
11. (Note: if Bed Bugs are still present reapply treatment and another ten day waiting period must be followed before re-inspection.

Additional Notes: Recommend work order is placed to seal all cracks with caulk material. Cover all new mattresses if possible, and make sure bedding is not touching the walls or floor. Educate and inform all camp personnel about bed bugs. Occupants could experience bed bug activity up to 10 days after treatment, do not panic Pesticides will continue to work after initial application.

Annex C
7210-1 (CJTF-OIR 2LNO)
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ACCNS. NO DIVIDERS NO PRIVACY.



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A0638587_23-000243

Annex C
7210-1 (CJTF-OIR 2LNO)
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**ACCNS. NO DIVIDERS NO
PRIVACY.**



A - 7/28

A0638587_24-000244

Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

**ACCNS. SOLDIER ATTEMPTING
TO CREATE PRIVACY OVER HIS
BED WITH A SHEET.**



A - 8/28

A0638587_25-000245

Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

**COMMON ROOM IN ACCN FOR
80 PERS.**

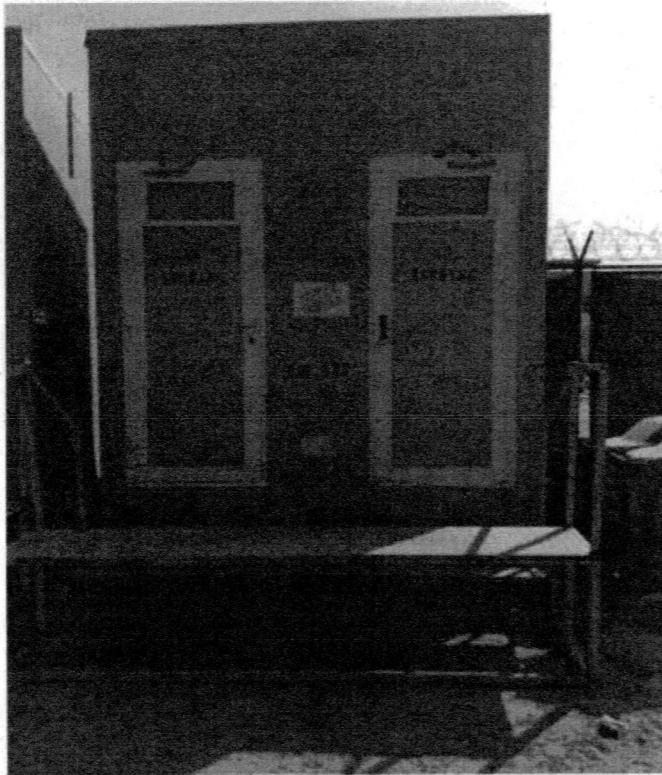


A – 9/28

A0638587_26-000246

Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

**OUT OF ORDER WASHROOM AT
LNO BUILDING. NO LIGHTS.**

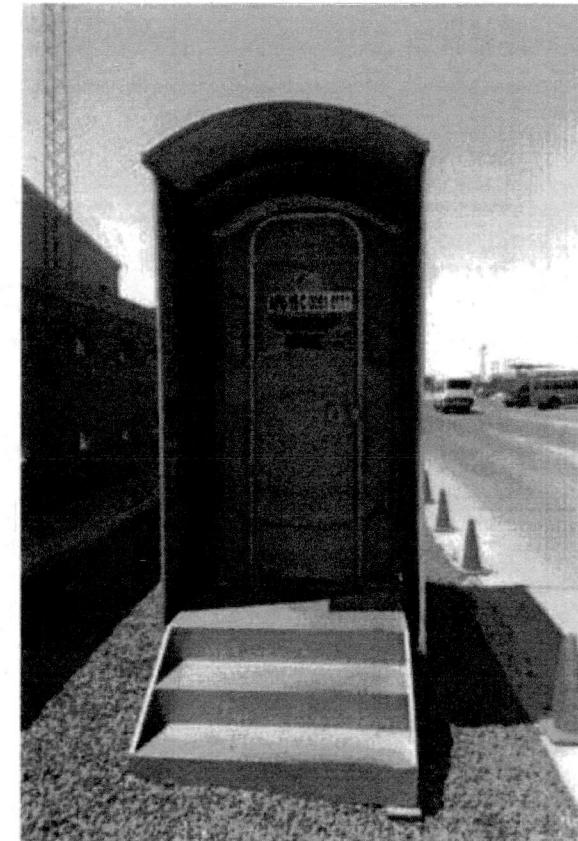


**BROKEN LOCK ON WASHROOM
FOR LNO BUILDING.**



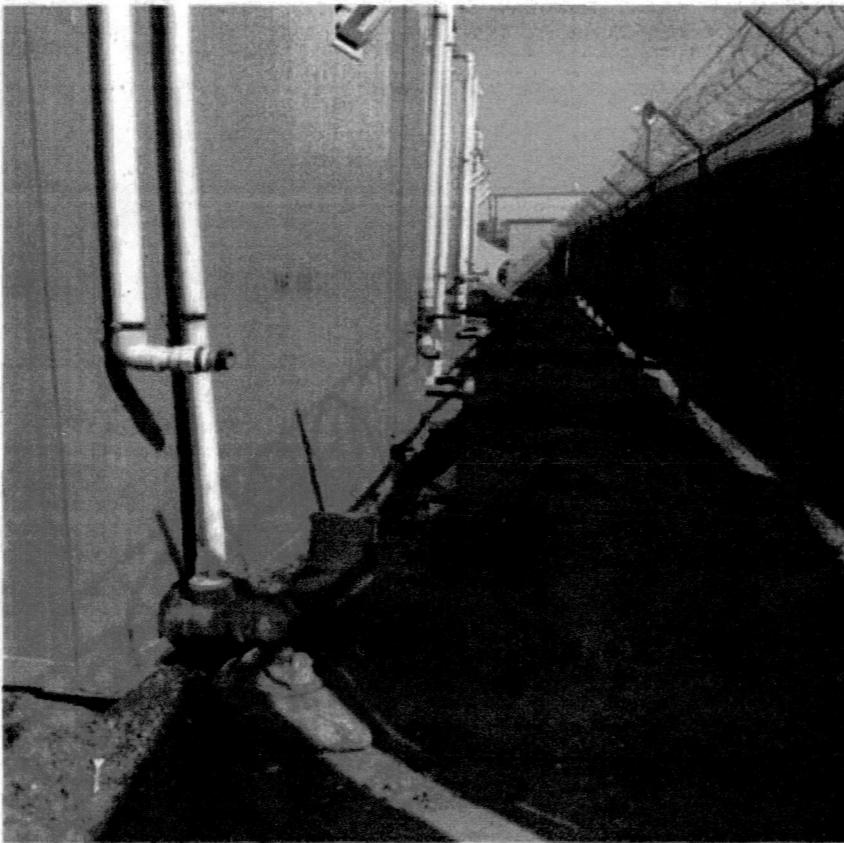
Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

**ONE STYLE OF PORT-A-POTTY ON
CAMP.**



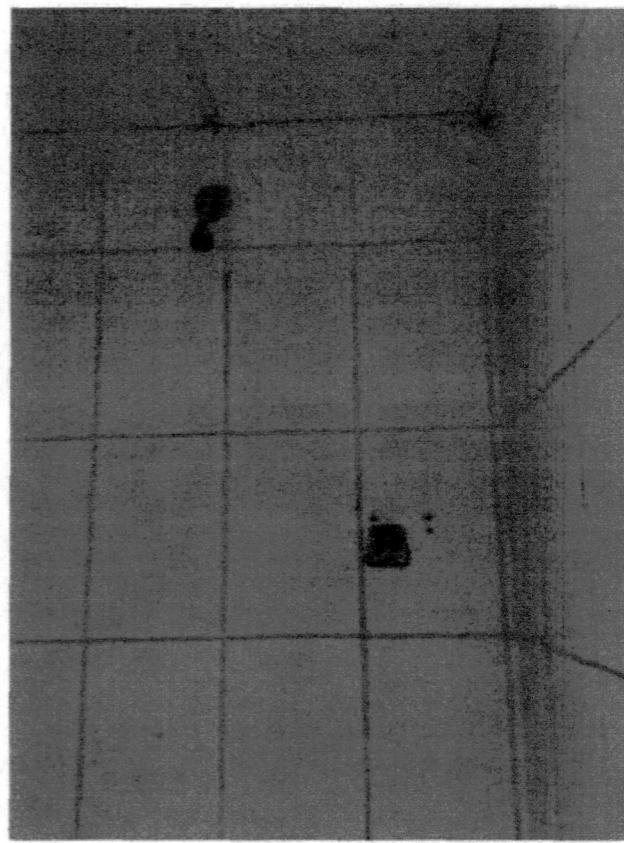
Annex C
7210-1 (CJTF-OIR 2LNO)
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**OPEN SEWAGE RUN OFF AT LNO
BUILDING.**



A - 12/28

**NO SHOWER HEAD / NO SOAP
TRAY IN SHOWER.**



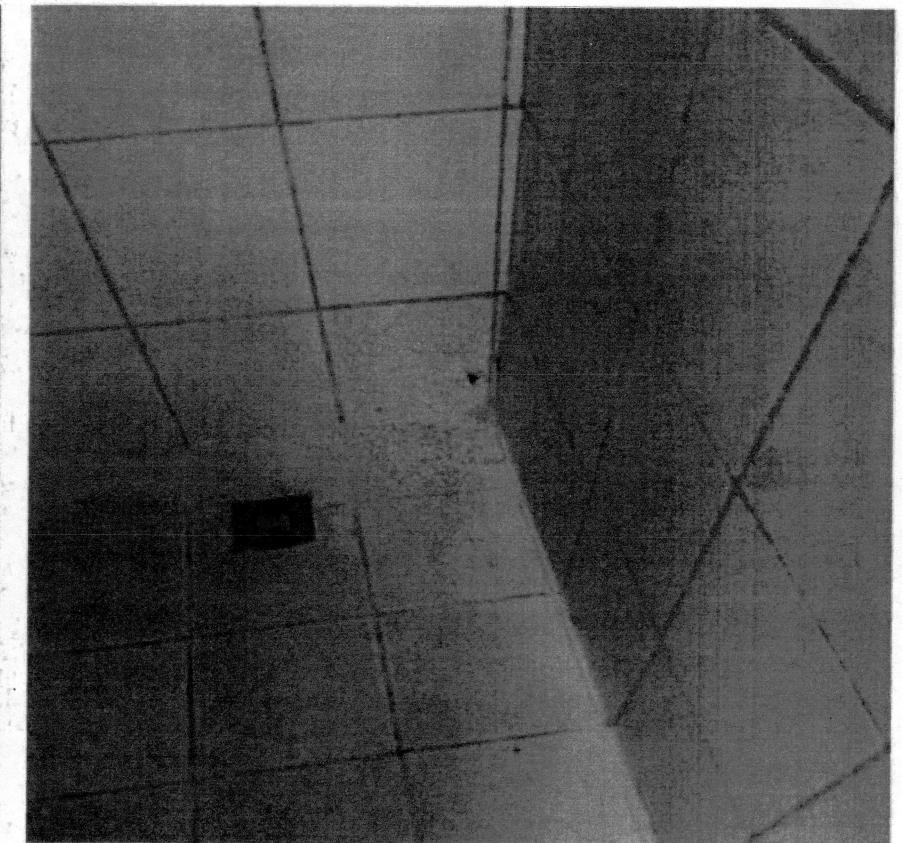
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Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

SHOWERS FOR 218 PERS.



BLACK MOLD ACCN SHOWERS.



Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

MOLD SHOWER ACCN SHOWERS. RUST, GRIME AND MOLD ACCN.



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18 August 2018

**ONLY ONE FEMALE WASHROOM
ZONE 2 DEFAC.**

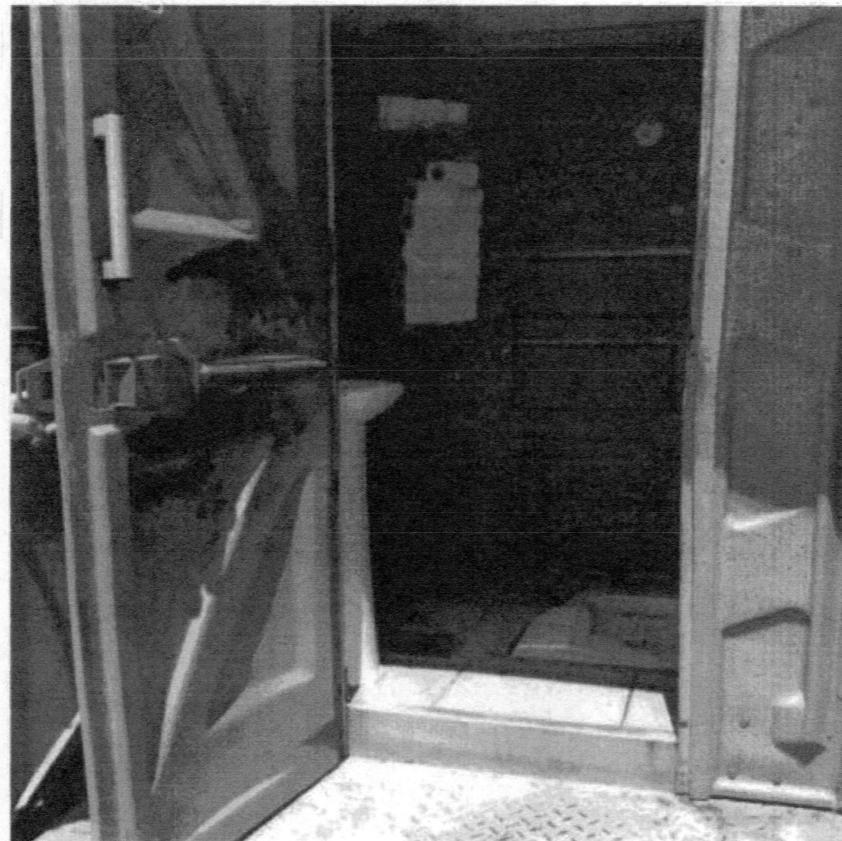


**EASTERN STYLE WASHROOM
ZONE 2 DEFAC.**



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7210-1 (CJTF-OIR 2LNO)
18 August 2018

ZONE 2 DEFAC WASHROOM.



ZONE 2 DEFAC WASHROOM.



Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

BROKEN WATER MAIN. BI-WEEKLY OCCURRENCE.

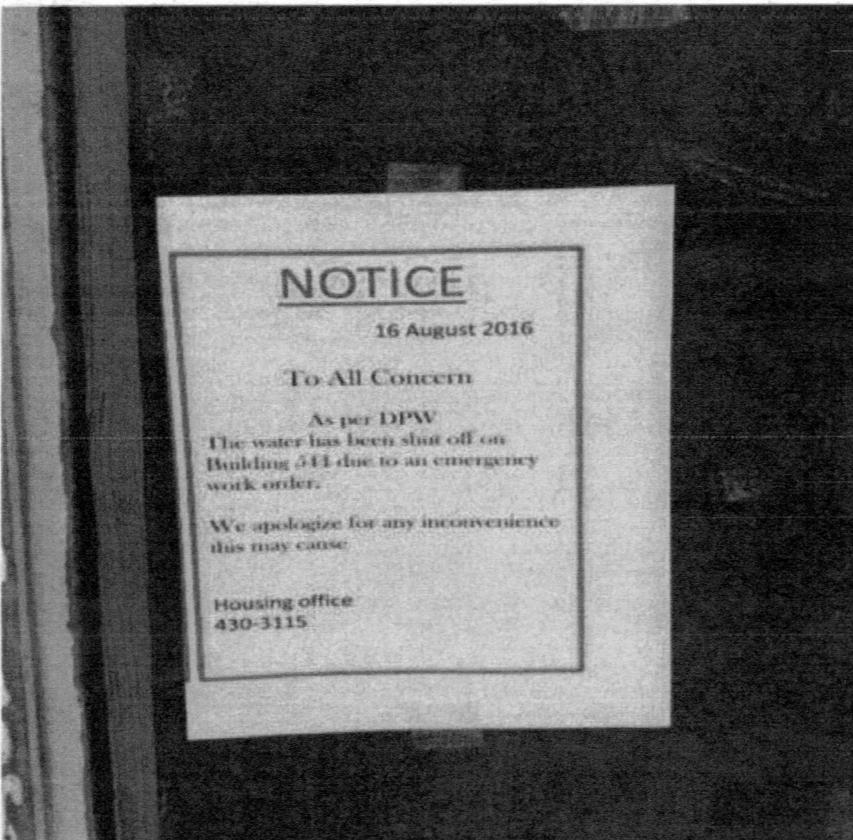


NO WATER POD ACCN BECAUSE OF BROKEN WATER MAIN. NO WATER SEVERAL DAYS A MONTH.



Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

NOTICE NO WATER IN ACCN PODS.



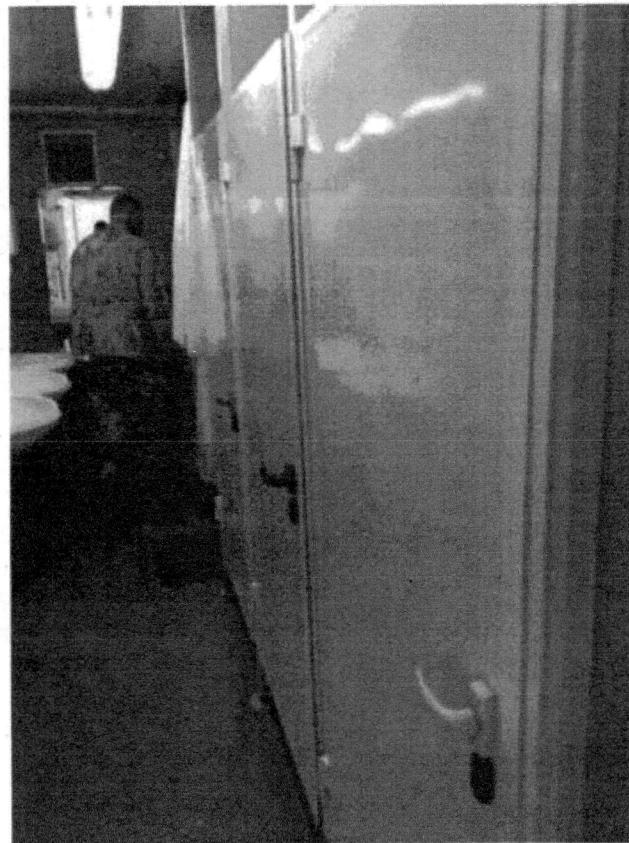
BROKEN WASHROOM. NO WATER, SHOWER, SINK OR TOILETS.



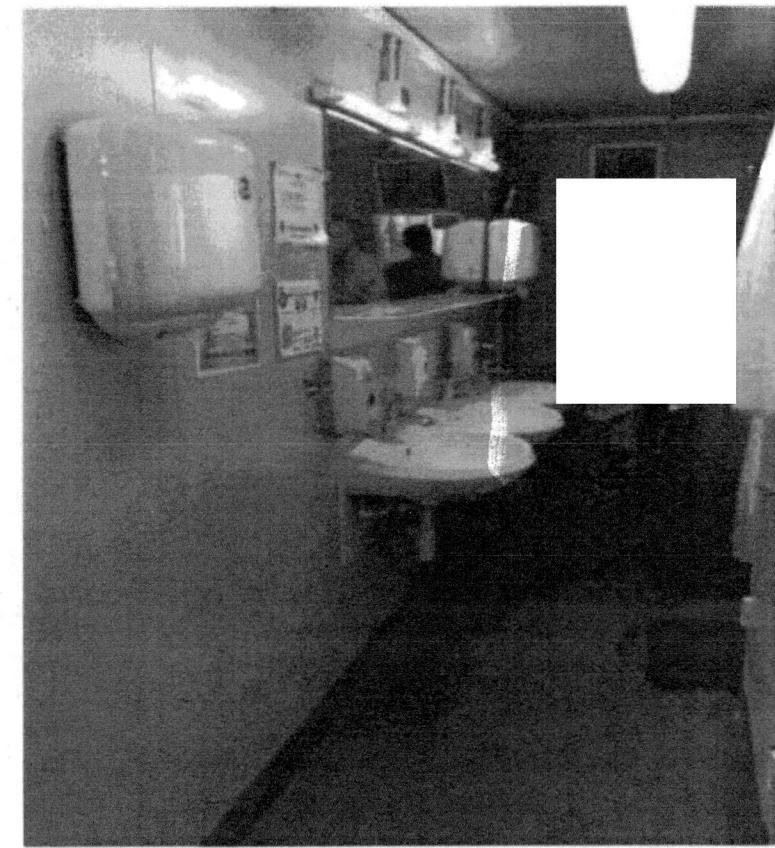
s.17

Annex C
7210-1 (CJTF-OIR 2LNO)
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3 stalls, 3 sinks, 2 showers and one urinal for ACCN pods.



WASHROOM PODS. TIGHT QUARTERS. CONSISTENTLY DIRTY SHOWERS, SINKS AND TOILETS TOGETHER.

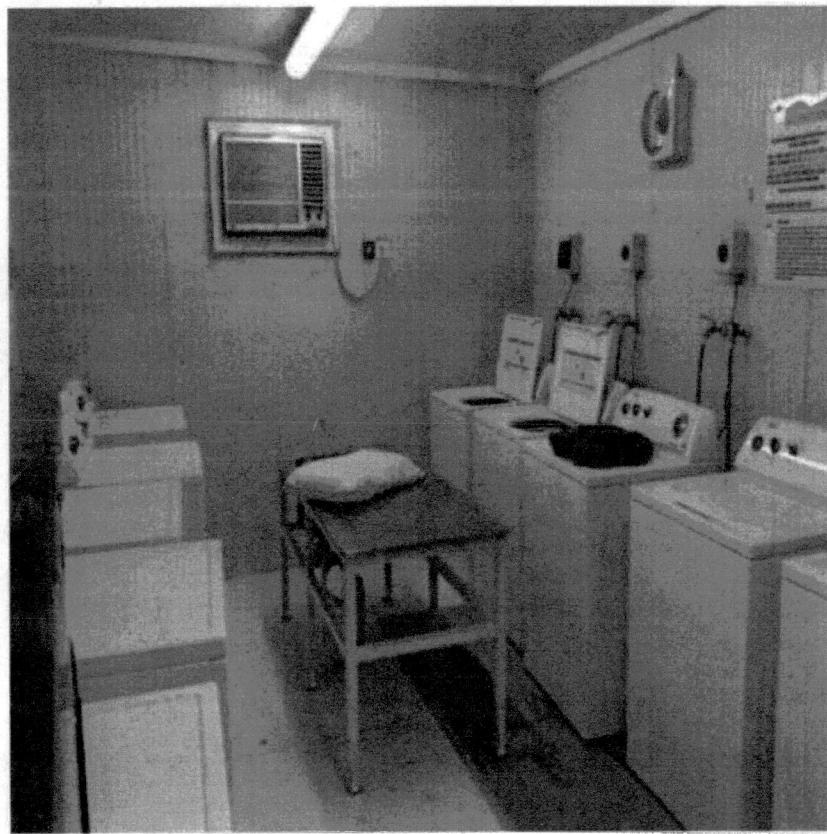


A – 19/28

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Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

**LAUNDRY ACCN PODS. OVER
50% NORMALLY BROKEN.**



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MOLD SHOWERS ACCN PODS.



MOLD SHOWERS ACCN PODS.

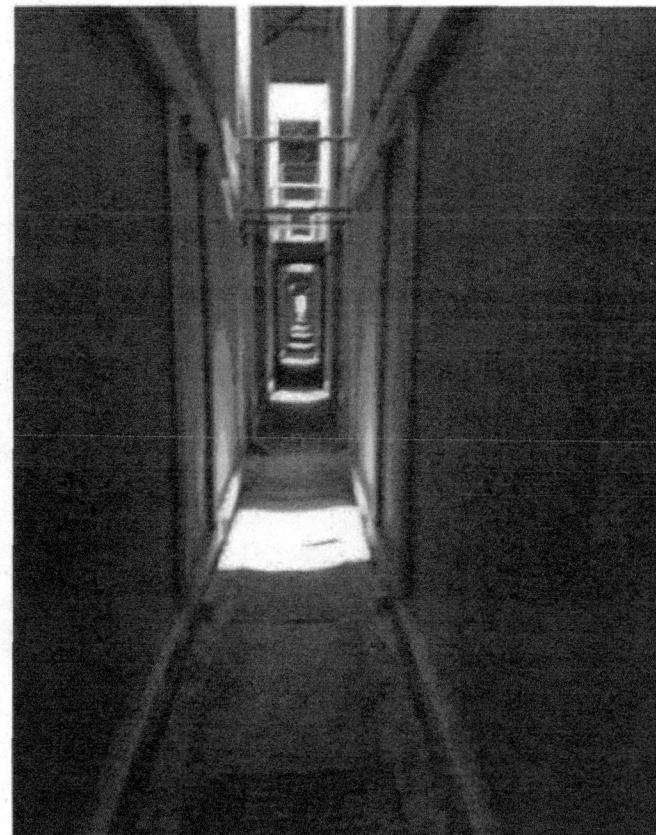


Annex C
7210-1 (CJTF-OIR 2LNO)
18 August 2018

**MOLDY DIRTY CARPETS FOR
WALK WAY ACCN PODS.**

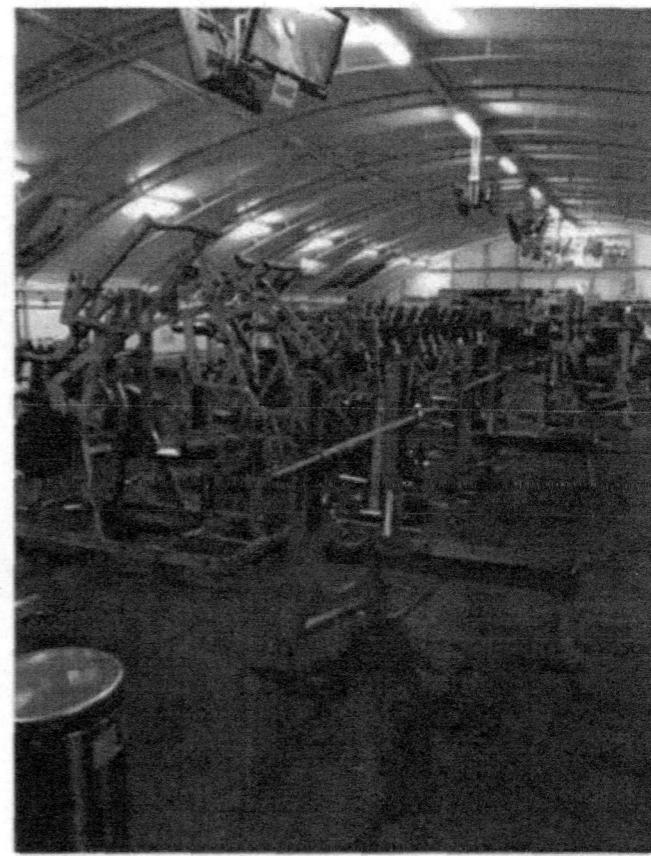
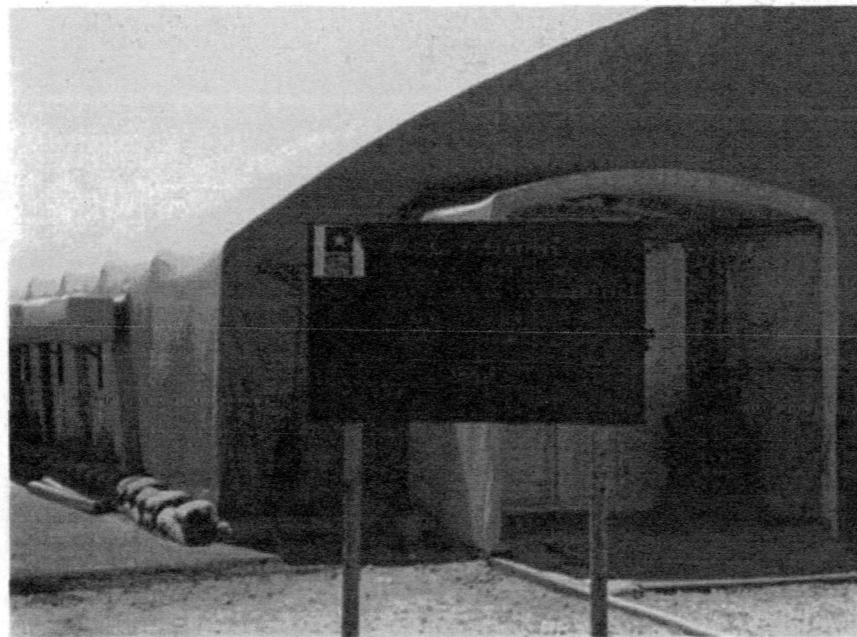


**WALK WAY NO LIGHTS ACCN
PODS.**



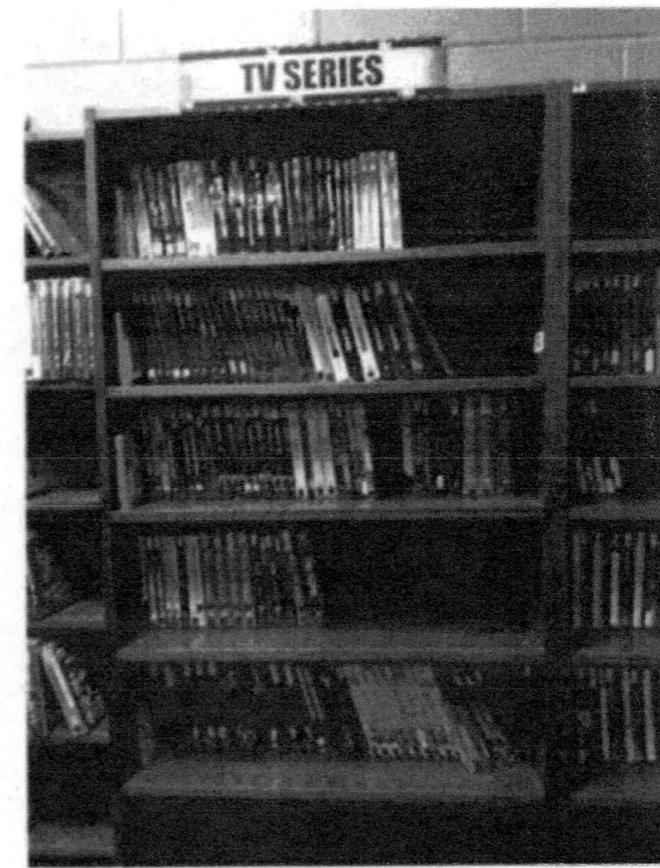
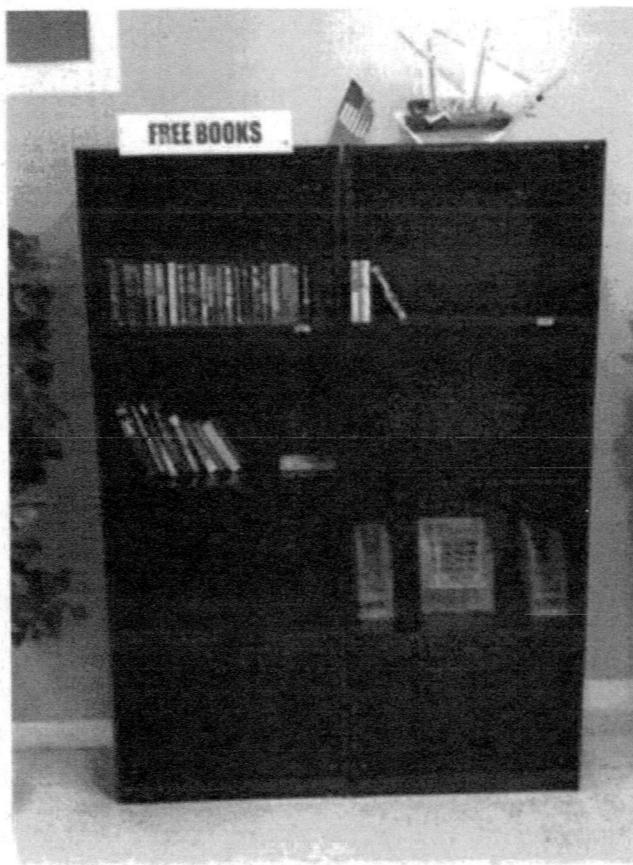
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GYM USED BY CDN PERSONNEL.



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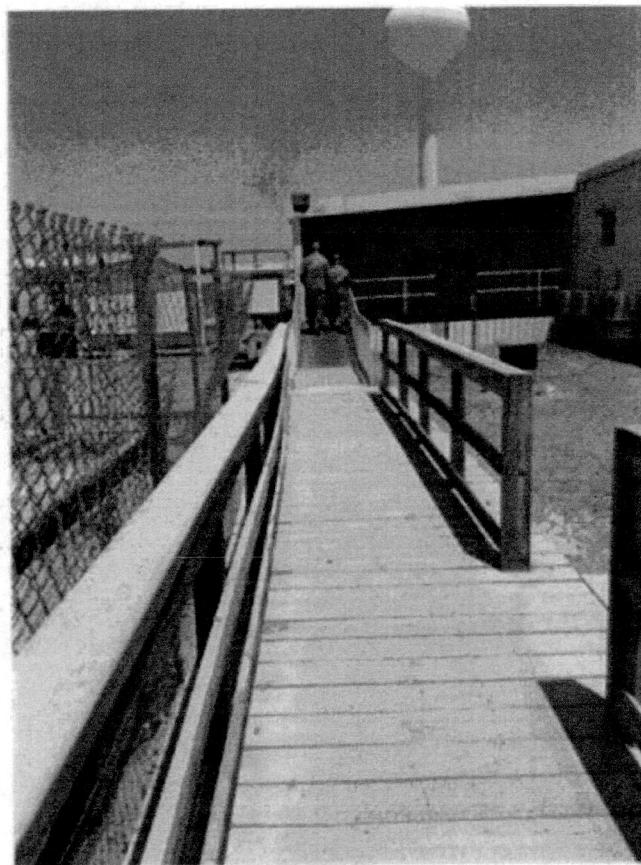
LIBRARY AND MOVIES.



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DFAC OUTSIDE AND INSIDE.



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7210-1 (CJTF-OIR 2LNO)
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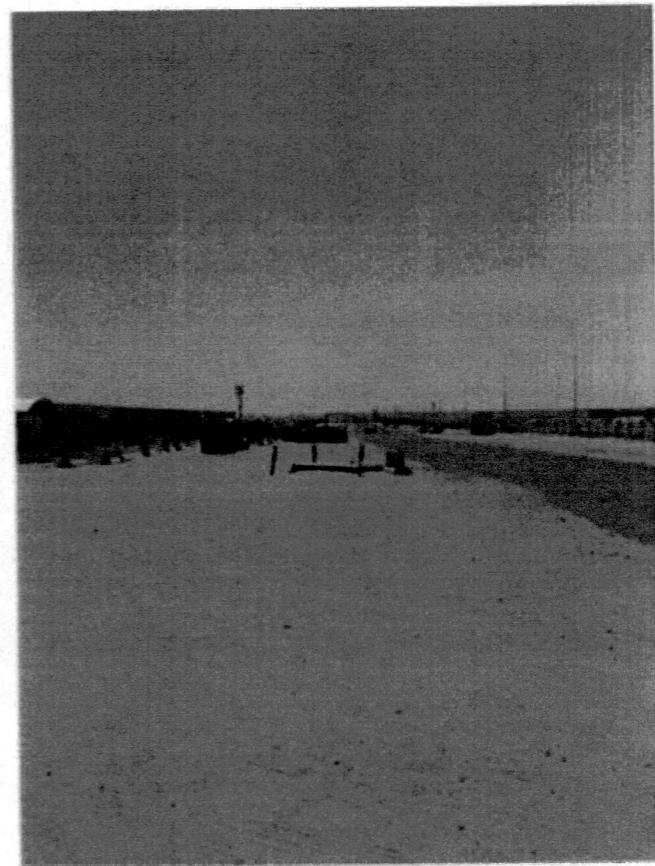
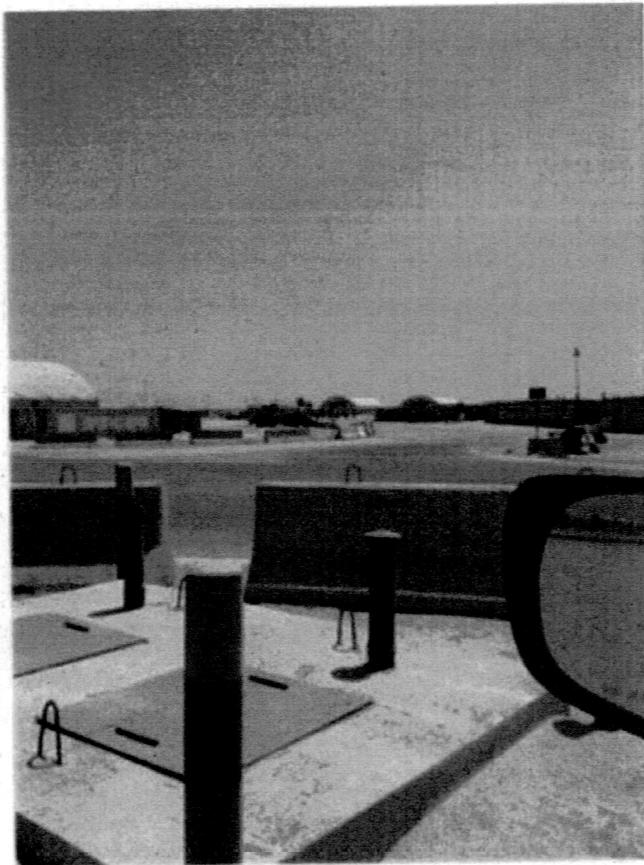
SPORTS FIELD.



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7210-1 (CJTF-OIR 2LNO)
18 August 2018

ROADS.



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ROADS.



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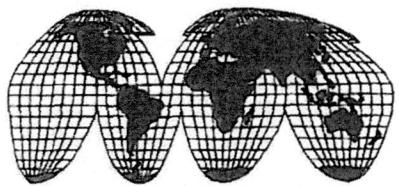
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CAN

Departmental Hardship and Risk Committee



HARDSHIP LEVEL SUBMISSION FORM

Canadian Training Assessment Team -
CONTINGENT / TASK FORCE / UNIT

Op IMPACT
OPERATION NAME

LOCATION

18 August 2016 - August 2017
PERIOD

Prepared by:

Name / Rank / Appointment
(with signature)

November 2016

Date

Reviewed by:

Contingent Commander / Task Force Commander
(with signature)

1 November 2016

Date

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Departmental Hardship and Risk Committee

		Hardship Part 1 – Duty Circumstances	
Factor	Description	Effect on Deployed Contingent	
Force Protection Levels and Alert State	<p>Throughout Violent Extremist Organizations (VEOs), including AQ-affiliates and Daesh have the intent to conduct attacks against and Western interests, and possess the capability to do so. As the offensive to retake Mosul, Iraq continues, sleeper cells within will likely become activated. The Red Zone encompasses areas within 5 km of the border with Syria and Iraq and to Iraq from . The threat within the Red Zone is not only from VEOs, but also criminal elements that are conducting smuggling activities and wish to defend their interest. CTAT- pers are required at times to operate within the Red Zone in order to facilitate Building Partner Capacity (BPC) projects along the border with . As of Oct 16, the CTAT team had spent three days in the Red Zone accompanying the Engr TAV to the Day and days). of the team were part of this trip. These trips will increase in frequency as additional TAVs move forward and numbers will increase with augmentation of Drivers/FP. On 18 Nov, a majority of the CTAT Team will accompany another Engr Recce TAV to the for an estimated . There will also be a requirement for team members to conduct further trips on their own to oversee and assess the delivery of Tower and Road Construction projects along the as they are delivered. As part of the agreement with HN, and this agreement assists with the team to keep a low profile has been divided into Zones (Red, Orange, Yellow and Green, IAW Cdn Embassy Local Security Standing Orders Annex B, dated Jun 2016) for movement protocol for official travel. Within Green Zone , PPE is held in our acc'n. Any movement within the Yellow Zone, Orange Zone or Red Zones means ballistic eye protection are worn with PPE immed avail or worn depending on the situation. Helmets and flack vests with ballistic plates will be worn by all members during the upcoming TAV to the on 18 Nov 16 (see att 1 for map of various Zones). All movement either on foot or by vehicle in all zones is done in pairs with redundant comms. Movement by vehicle in the Green-Zone can be done with one vehicle with notification to JTF-I, while movement in all other zones requires two vehicles and and requires an approved movement plan from JTF-I.</p>	<p>Inherent stress due to the constant vigilance while operating throughout especially in Red Zone. Risks in Red Zone are elevated compared to the rest of . Recent attacks in Red Zone include in June 2016 a suicide car bomber detonated at a border watch tower killing 6 and injuring 14 soldiers. CTAT team has visited that area several times during project assessments.</p> <p>The CTAT Team is unarmed and has no ability to defend themselves; inherent stresses and risks associated with the lack of ability to apply ROE effectively to defend team members and other friendly forces as authorized, especially while operating in Red Zone.</p> <p>PPE worn or immediately available while operating in all zones except Green Zone.</p> <p>Team required to plan all movement, even on foot to ensure that all pers move in pairs for force protection. Team is also required to plan vehicle movement: movement notifications sent to JTF-I for Green Zone movement and deliberate movement plans requiring approval for movement in all other zones (minimum required).</p> <p>Red Zone movement also requires coordination with All members are dressed in civilian clothing for force protection and only wear uniforms as required on secure establishments. For Red Zone travel the liaison with is significant as must provide o our teams.</p> <p>The turn-around on requests can be lengthy until a decision is made to provide what is required by CTAT and therefore long lead times are required for TAVs expected in Constant inquiries/reminders by CTAT to are required to ensure that planning continues. This situation contributes to the stresses of planning operations within the Red Zone as Force Protection is required, however the team is . Stress can also result as the planned timeframe for operations in these zones is at the availability of and does not always synchronize with CAF scheme of manoeuvre.</p>	

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Departmental Hardship and Risk Committee

Daily Routine	Daily work is conducted between 0800 to 2000 hrs local; however depending on events and meetings, members can work much later. Meetings with HN/Coalition forces occur almost daily, 5 days/week, and involve commuting in heavy traffic which can lengthen the day. In JTF-I the work week runs from Sunday to Thursday which the CTAT Team follows, however work continues on Friday due to connectivity back to Ottawa. Minimal work is done on Saturday. All CTAT pers are entitled to, and will take special mission leave. During down time, leisure activities are encouraged. CTAT Team was authorized two days leave to take a cultural visit to the local businesses and governmental agencies were closed.	Although CTAT Team strives to create a routine it is often difficult as meeting times can be dictated by coalition or HN officials schedules and heavy traffic adds unpredictable timeframes. Ex. Heavy traffic requires morning movement prior to 0730 and afternoon meetings often result in an additional one to two hours. This results in late evenings as daily coord meetings cannot commence until all team members are back from the day's activities. The effects of fatigue can set in with extended work hours beyond the normal work day. Team members may stay overnight in acc'n in order to gather info for project proposals. Ex. During recce activities at the Syrian and Iraqi border areas, many team members spent three days surveying and assessing the conditions of the roads and defensive works along the borders. Additionally due to the time difference between Ottawa and members are often required to work late in the evening when responding to Ottawa. Relaxation time is encouraged; however, general fatigue is experienced with the continuous six day work week. Saturday is often a day for chores and resupply.
Conditions and Equipment for Op Tasks	Overall the working conditions in are good. The first 44 days were spent in a hotel which was not conducive to a good working environment as the team was divided on two floors and there was no common work space. The local accommodations are very good with a common work area and a secure CSNI room. Currently lack There are some communications connectivity issues that are still being worked. Secure VTC was not capable until recently due to connectivity issues with the server in Ottawa and is still being tested. CSNI and DWAN are functioning well. CTAT is essentially self-sufficient and has a budget to acquire most stores as needed. Outstanding issues are requested comms gear which has not arrived due to a change in the policy for shipping level 3 equipment, and the contracting Comd JTF-I DOA.	Inconveniences due to some communications equipment still not having arrived in theatre (CSNI Printer), requires members to travel to the Embassy to print classified materials. still have not been rectified, meaning that movement in Red, Orange, and Yellow-Zones are still done in standard inherent stress and risks due to travelling in dangerous zones except personal PPE. Difficulties due to unreliable SVTC and resupply of CIS equipment which must come from North America. Additional issues with delivery as equipment must be escorted (example: CSNI printer which was requested over two months ago and still not received and additional DWAN printer with toner cartridges).
Foreign Contingents	Although Arabic is the official language, many officers speak English to some degree. There is some impact on comms between CTAT and as some nuances do get lost in translation and it is difficult to relay more complex ideas with respect to project proposals. The have displayed the upmost respect and loyalty to this mission.	Depending on the level of English proficiency, sometimes it is difficult to convey more complex ideas to officials and meetings can take longer than would normally be required. Also it is often difficult to get things done correctly the first time when asking officials for things such as letters of authorization. Often what is described in the letter does not meet the intent and needs to be redone.
Local Forces / Police	are a very competent and professional military in comparison to others' in the region. CTAT- is always received with the upmost hospitality, however the local pace of work is much slower than that of Western Society and it is often difficult to move forward with projects as decisions, requests for information, and other actions can take weeks before a return is received or the necessary actions are completed.	Rapport with the is good, however cultural differences make actioning tasks difficult at times as anything req'd from with respect to decisions, answers to RFIs, or direction can often take days or weeks for a return. Can hinder progress of project proposals and cause frustration as team is trying to move within timelines set by Ottawa. Movement of TAVs and military equip into the country have proven difficult, with customs seizing equip and only returning it when pers depart the country (Sat phones, ballistic plates, etc).

Hardship Part 2 – Sustainment and Leisure

Factor	Description	Effect on Deployed Contingent
Sleep Comfort & Privacy	After 44 days in a hotel, CTAT Team now lives in a house. Most pers have their own room, however 2 groups of two share two large bedrooms. A few cockroaches, but minimal. No issues with noise or other animals	Minor irritations due to non-Western standards of construction. Accommodation is wired with many different styles of electrical plugs requiring more than one style of adaptor throughout the accommodation.
Washrooms/ Ablution Facilities	Some have their own bathroom, some share a large bathroom. Locally plumbed water is not considered potable and drinking/brushing of teeth done with bottled water purchased with operating budget.	Several bathroom showers are incorrectly designed or installed, causing flooding across bathroom floor. Inconvenience of having to use bottled water for brushing teeth.

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Food Supply And Preparation	During the 44 days in the hotel, CTAT- pers were only able to eat meals on the economy as there was no cooking facilities available. Appropriate cooking facilities are now available with the contracted accommodation. A variety of produce is avail at most supermarkets however items of Western preference are more expensive than back in Canada.	Minor inconvenience as preparing Western style meals requires specific planning for shopping at stores with certain items. Items are significantly more expensive than in Canada. Inconvenience of having to use bottled water for all food prep, cooking and drinking. Lengthens prep time as well as requirement of weekly replenishment of large amounts of bottled water.
Drinking Water	Local water is not considered potable. Bottled water is used for cooking and drinking. It is purchased within the operating budget.	Inconvenience of having to use bottled water and frequently re-stock based on amounts required.
Personal Comms	Internet is available for personal emails, social media and video calls. There are no welfare phones however work phones are available for emergencies.	There are some personal security restrictions with personal internet Ex. Banking; however, this is accessible via the DWAN.
Personal Liberty	All pers must move in groups of two, even during non-operational hours. Movement outside of the city of at night is not authorized without permission from JTF-I. CTAT- pers are not authorized to consume alcohol while in theatre.	Movement restrictions require team to plan all movement, even on foot to ensure that all pers move in pairs for force protection. This requires people to work out their schedule with a teammate for simple things like getting groceries or going for a run outside. Vehicle movement notifications are sent to JTF-I for Green-Zone movement and deliberate movement/security plans require JTF-I approval for movement in all other zones (Takes considerable time to coordinate. Some morale issues with non-drinking policy as mbrs attend functions at the Embassy, with Op FOUNDATION or other coalitions mbrs who do not have the same restrictions. There have been some missed social opportunities as a result.
Morale, Welfare and Recreation	Adequate fitness facilities were available at the hotel. Fitness equipment has been locally purchased for the acc's. Acco'n has sufficient common/social areas. No PSP items have arrived at this time, however the CTAT- Log O is working with PSP in and items will be locally purchased.	No negative effect.
Postal Services	Currently working options for receiving postal services with postal service at however, the team has been without postal service for over 2 months as of end Oct 16.	Inconvenience and morale issue as there is no postal system in place for members of CTAT- to receive personal mail from family members, nor has the team been able to receive PSP morale items as of end Oct 16. Hopefully mail system will be authorized and in place for mid-tour.
Retail and Services	Access to retail goods available, however prices for Western goods are very expensive..	Minor inconvenience as preparing Western style meals requires specific planning for shopping at stores with certain items. Cost of these items significantly more expensive than in Canada.

Hardship Part 3 – Operating Environment

Factor	Description	Effect on Deployed Contingent
Standard of Health Services	Medical/Dental plan put in place by JTF-I for CTAT- personnel is to access local facilities. We have been told the quality meets Western standards, but have not had need to access it at this time. Many pharmacies exist and are reasonably priced.	Currently no negative effect as health care and dental services have not been accessed at this time. It could potentially be an issue as one pers with Credit Card must be present at the medical centre for the patient.
Local Climate	Local climate on average slightly hotter than Canada during summer months. Weather Channel lists July average as 31 C vice Ottawa's July average of 26 C. World Health Organization pollution index is 68.87 compared to 36.67 for Toronto. There is a significant amount of traffic within and little to no rules followed. Moderate risks due to daily travel from vehicle accidents. No accidents involving CTAT- pers at this time but many close calls and accidents witnessed almost daily. 2 x Mbrs injured in separate veh accidents on 25 Oct 16 in	Inherent risks, dangers, and stresses of driving in local traffic, with over 425 vehicle accident related deaths in the first quarter of 2016. World Health Organization lists that there were 151 motor vehicle fatalities per 100, 000 motor vehicles in last year compared to Canada which was 9.5.

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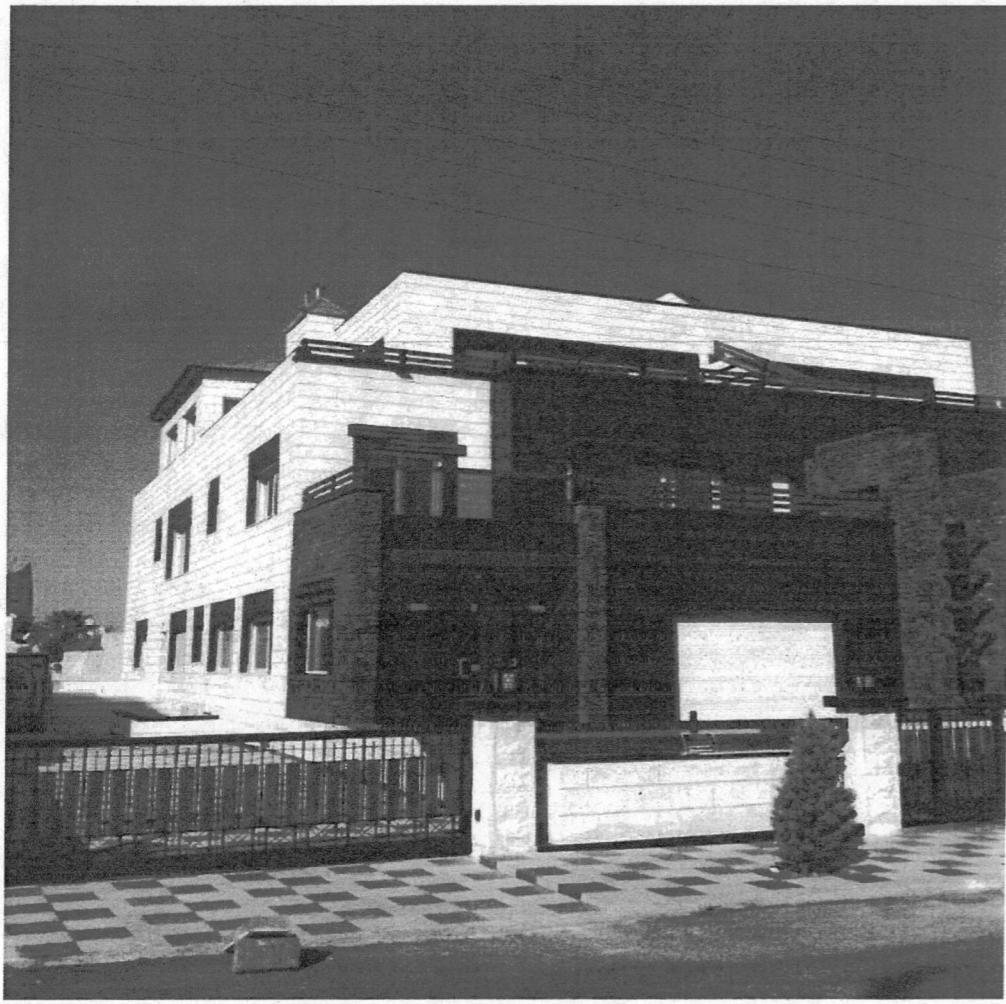
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Departmental Hardship and Risk Committee

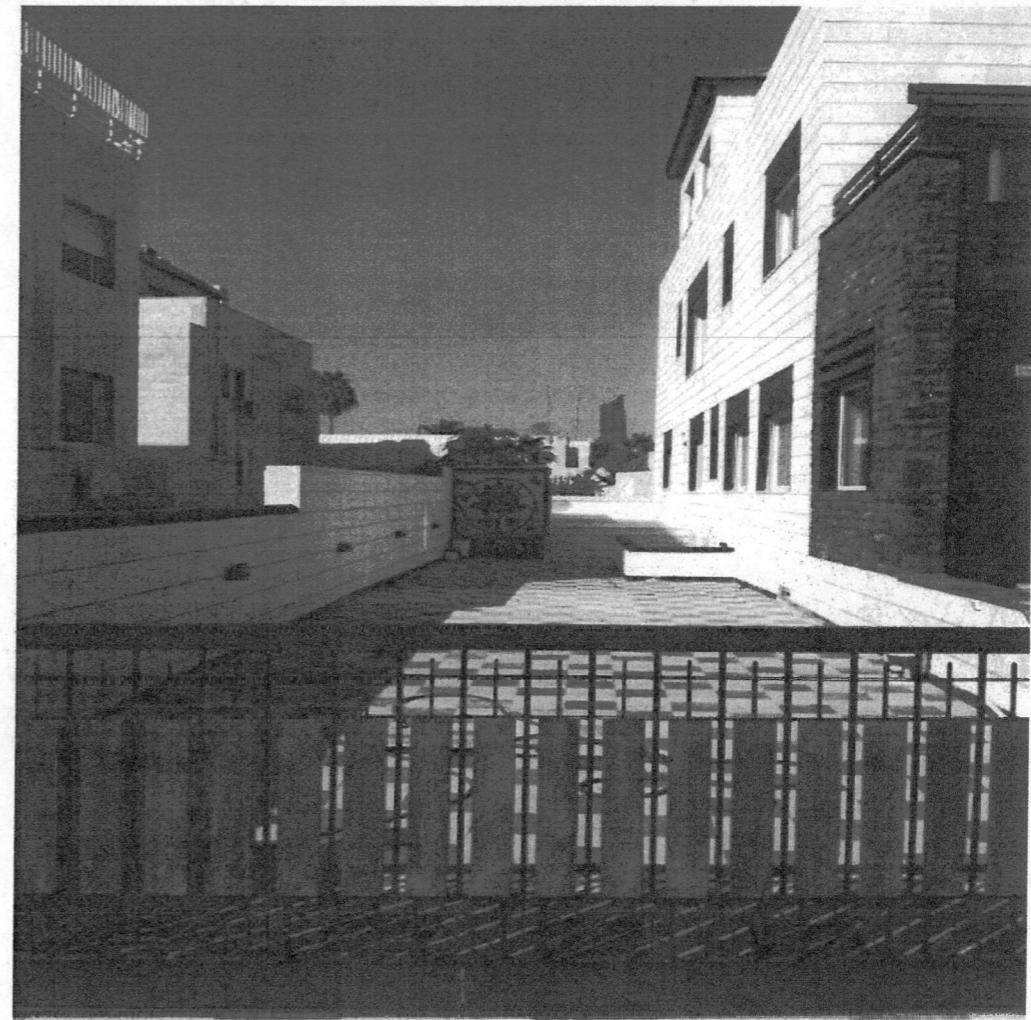
Exposure To Death / Use of Deadly Force	<p>At this time, team has not witnessed any death or use of deadly force, however during visits to the border with the Red Zone, team was constantly vigilant and moving to prevent becoming a target. According to deadly force is used consistently in the Red Zone for force protection ranging from the prevention of smuggling to defence during hostile attacks. Most recent hostile attack occurred 21 June 16 at Tower 22 killing 7 and injuring 13 in a VBIED attack. Another VBIED attack happened in the IDP Camp just on the side of the border from Tower 22 on 16 Oct 16, killing 3 and injuring 20. As of Oct 16, the CTAT Team had spent three days in the Red Zone accompanying the Engr TAV to the Day) and days). Five to seven members of the CTAT Team were part of this trip.</p>	<p>Currently no negative effects as Team has not witnessed or been involved in any incidents or accidents. There is risks for travel in the Red Zone. Trips in that area will increase in frequency as additional TAVs move forward and numbers will increase with our Drivers/FP augmentation. On 18 Nov, a majority of the CTAT Team will accompany another Engr Recce TAV to the for an estimated 21 days. There will also be a requirement for CTAT Team members to conduct further trips on their own to oversee and assess the delivery of Tower and Road Construction projects along the as they are delivered. There is likely to be increased stress and fatigue based on the heightened need to remain vigilant in this area.</p>
Human Suffering, Misery and Inhumanity	<p>CTAT Team have visually witnessed the large Internationally Displaced Persons (IDP) camps on the border from their vehicles and observation towers along the border into Minimal poverty seen within although there are several areas which house impoverished locals and refugees. Areas avoided for security reasons.</p>	<p>Currently no issues have arisen from witnessing the various IDP camps at this time. CAF medical and/or spiritual assistance is not available at location but can be accessed via phone or by TAV.</p>
Social Isolation	<p>CTAT Team currently consists of We live together and have interaction with other Canadians at the Canadian Embassy. No issues.</p>	<p>Inconvenience and morale issue over the inability for team members to receive morale and receive/send personal mail from/to Canada.</p>
Local Language & Culture	<p>English spoken during mission ops and interaction with Most Officers speak English, however some meanings do get lost in translation when discussing detailed aspects of project proposals. Culture is drastically different than that of Canada, however the CTAT team has no issues working with the local population.</p>	<p>Depending on the level of English proficiency, it is difficult to convey more complex ideas to officials and meetings can take longer than normal. It is often difficult to get things done correctly the first time when asking officials for things such as letters of auth. Often what is described in the letter does not meet the intent and needs to be redone. Cultural differences translate into differing work ethics and sometimes differing levels of understanding of importance in the completion of tasks: anything required from officials with respect to decisions, answers to RFIs, or direction can often take days to weeks for a return. Can hinder progress of project proposals and cause frustrations as team is trying to move within timelines by Ottawa.</p>
Local Population	<p>CTAT team interacts with local population daily. Both mil and civ interaction very friendly with no issues. Majority of items procured locally however no reliance on locals for sustainment.</p>	<p>Currently no issues.</p>

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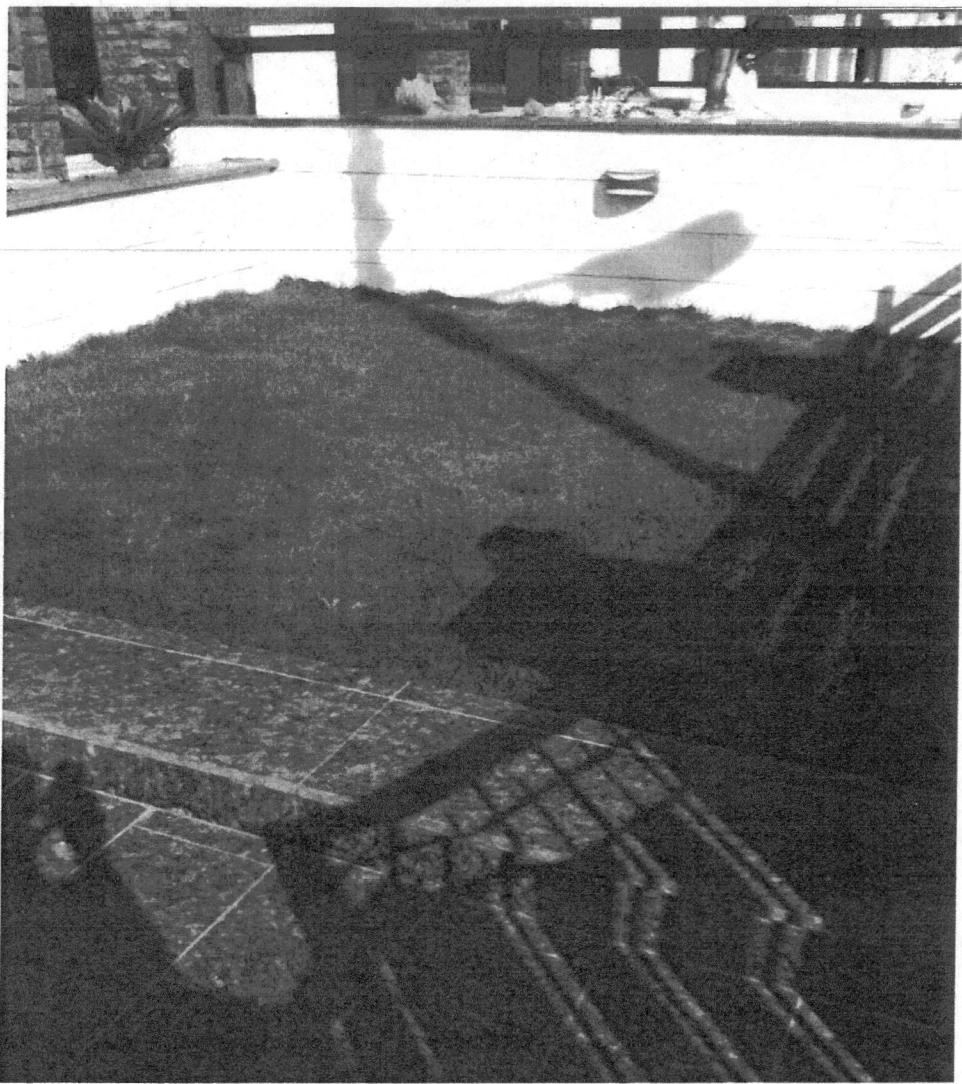
CTAT – Residence



Parking



Backyard



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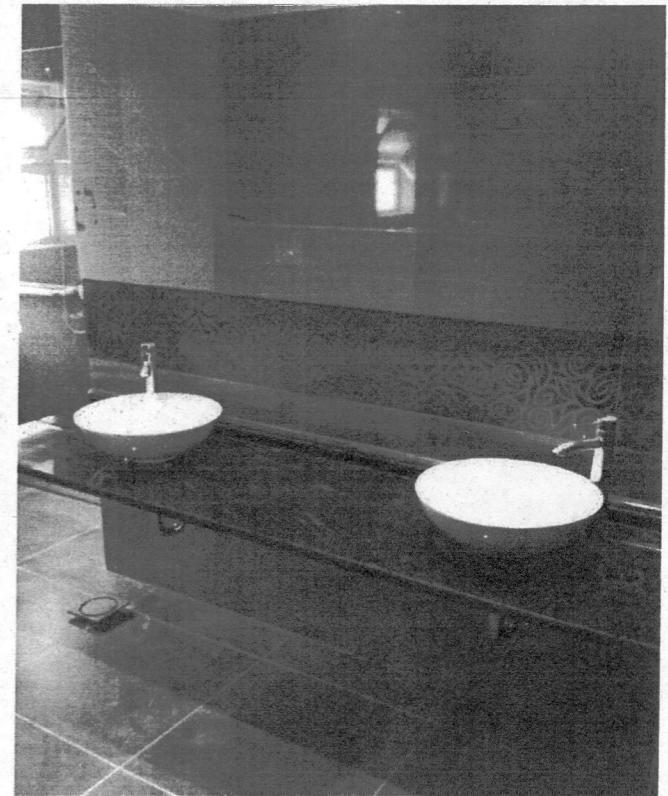
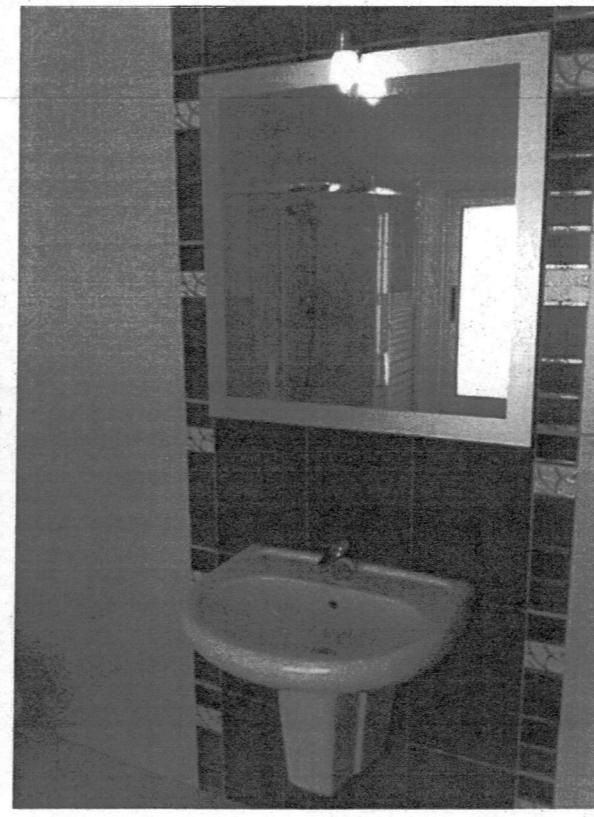
Furnished Common Areas



Common Areas



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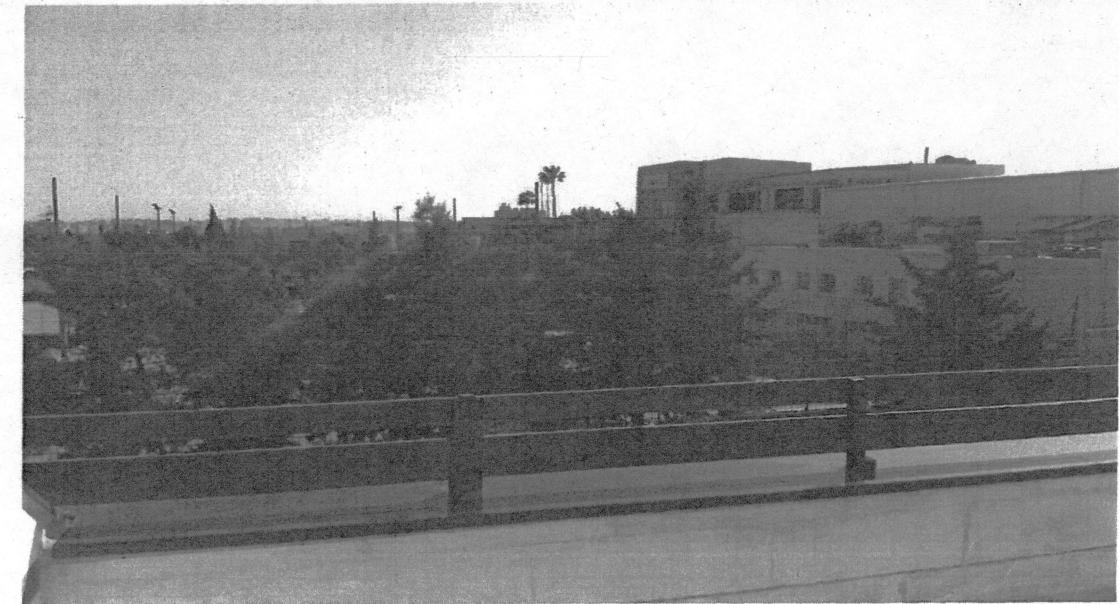
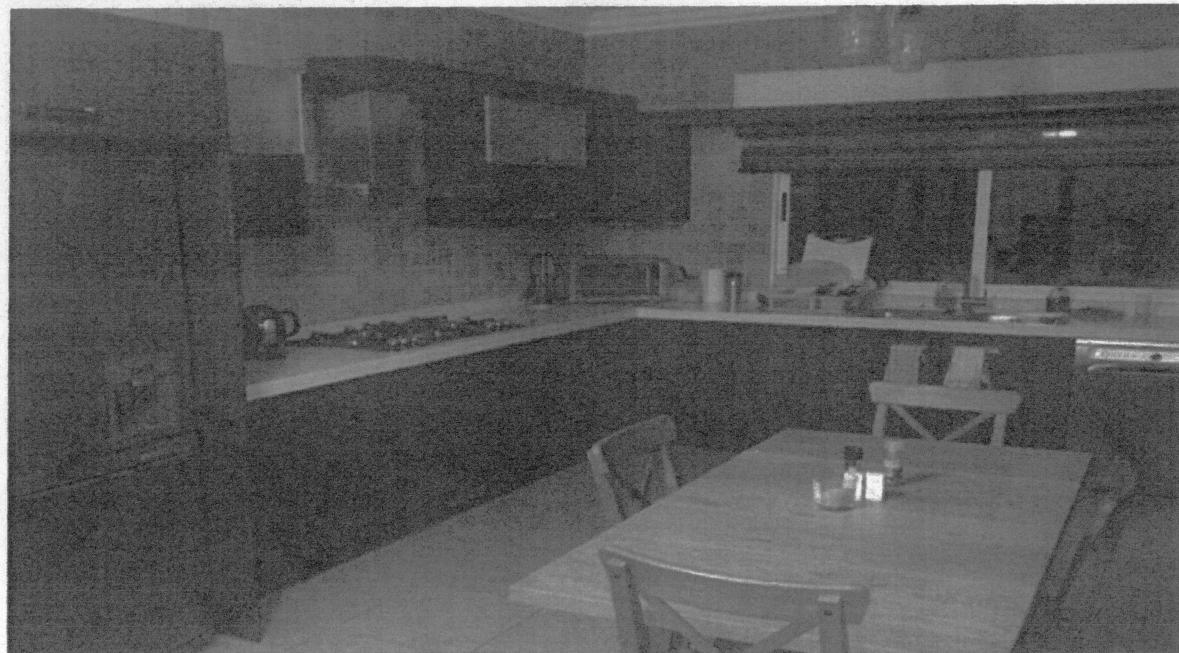
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Balcony

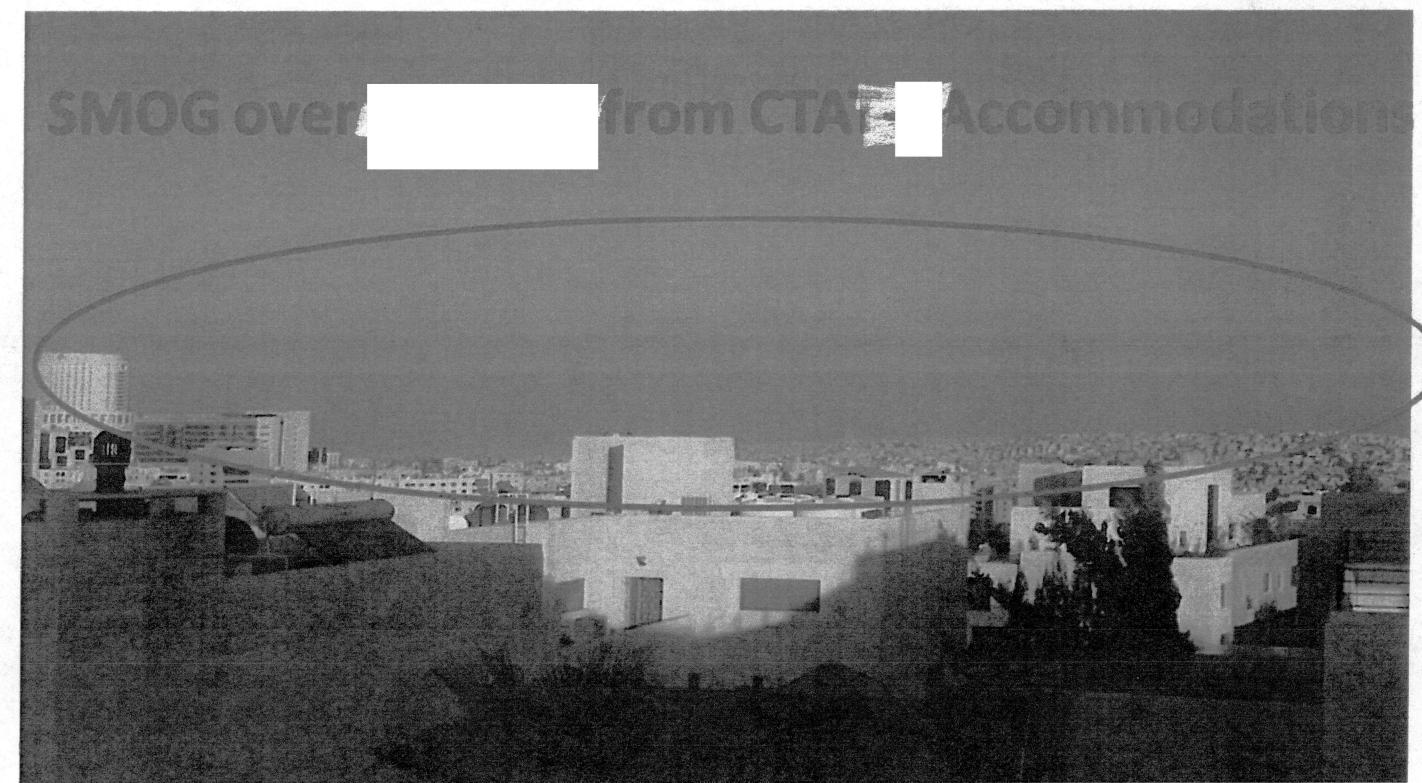
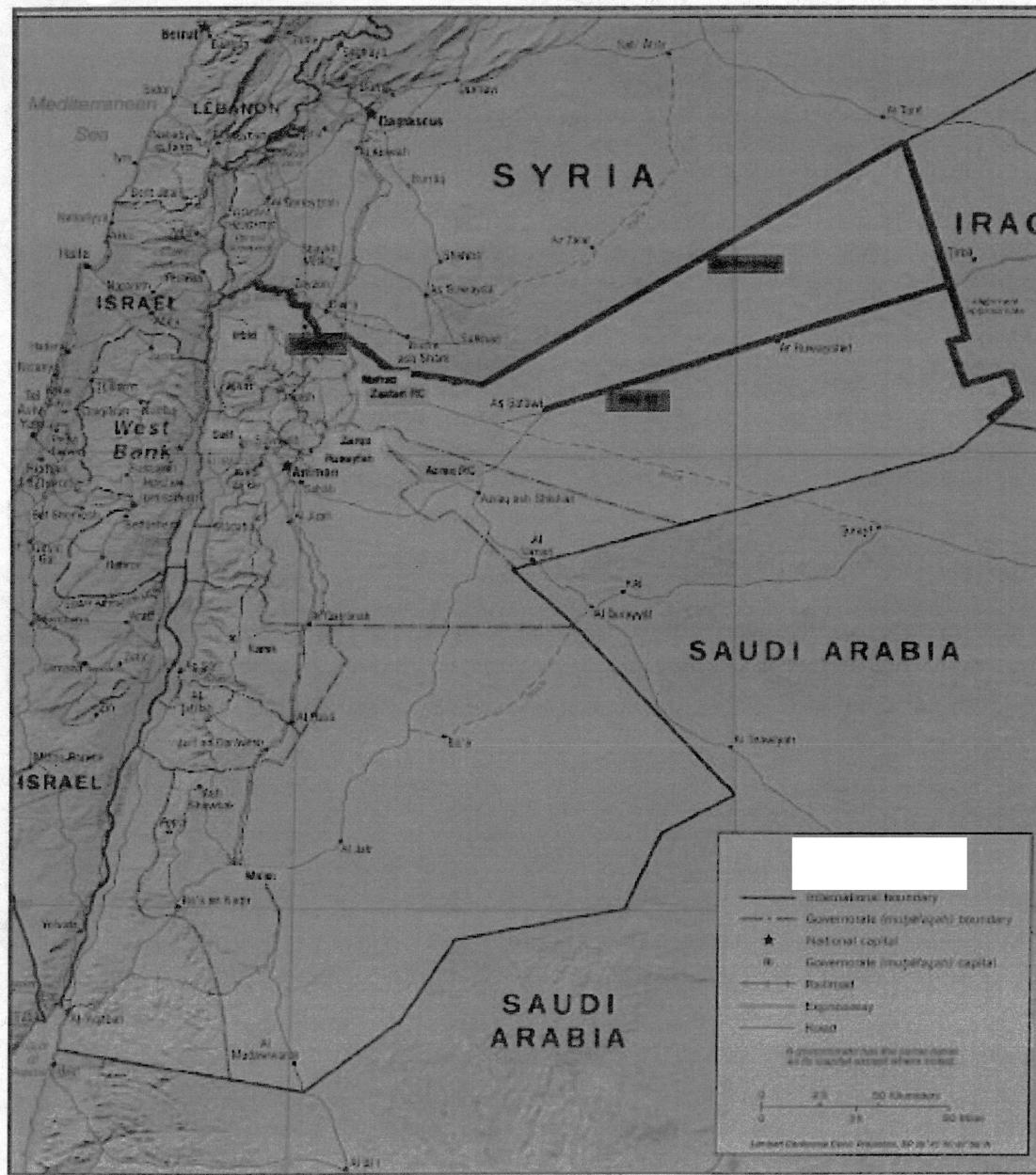


Kitchen/Dining Area



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TRAVEL RESTRICTIONS BY ZONE



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Night driving is avoided as much as possible.

Typical daily traffic in follows lines on road.

no one



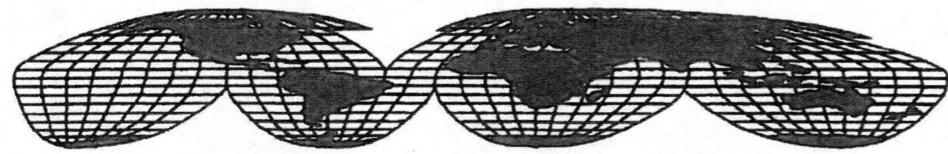
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Departmental Hardship and Risk Committee

**RISK LEVEL
SUBMISSION FORM**



Canadian Training Assessment Team -
CONTINGENT / TASK FORCE / UNIT

Op IMPACT
OPERATION NAME

LOCATION

18 August 2016 - August 2017
PERIOD



Prepared by: _____

Name / Rank / Appointment
(with signature)

November 2016

Date

Reviewed by: _____

/ November 2016

Date

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Departmental Hardship and Risk Committee

Risk Part 1 – Kinetic Activities

Factors	Description	Effect on Deployed Contingent
Threat Posed by Hostile Forces	<p>Throughout Violent Extremist Organizations (VEOs), including AQ-affiliates and Daesh have the intent to conduct attacks against and Western interests, and possess the capability to do so. As the offensive to re-take commences, sleeper cells within will likely become activated. The threat within the Red Zone is not only from VEOs, but also criminal elements that are conducting smuggling activities and wish to defend their interest (Red Zone encompasses areas within 5 km of the border with CTAT pers are required at times to in order to facilitate Building</p> <p>Partner Capacity projects As of Oct 16, the CTAT team had spent three days accompanying the Engr TAV to the (1 Day) and (2 days). pers of CTAT were part of this trip. These trips will increase in frequency as additional TAVs move forward and numbers will increase with our Drivers/FP augmentation. On 18 Nov, a majority of the CTAT Team will accompany another Engr Recce TAV for an estimated There will also be a requirement for CTAT. Team members to conduct further trips on their own to oversee and assess the delivery of projects along the as they are delivered. At this time, no physical attacks have been made against the CTAT Team, however during the recent trip to and the the team was under observation from unidentified groups on the armed escorts had the team constantly moving to prevent presenting themselves as a stationary target. Most recent hostile attack occurred 21 June 16 at Tower 22 (Northeastern Border) killing 7 and injuring 13 JAF in a VBIED attack. Another VBIED attack happened in the just on the side of the border from Tower 22 on 16 Oct 16, killing 3 and injuring 20. CTAT- terrorism threat for is assessed as MEDIUM, however exposure within the Red Zone present increased risks.</p>	<p>CTAT Team needs to be vigilant at all times. Movement in pairs with redundant comms is a must whether on foot or in vehicles. Increased stress due to requirement to be extra vigilant</p> <p>Must constantly be on alert for escape routes.</p> <p>Team makes concerted effort not to bring attention to themselves by not wearing uniforms, however due to physical appearance, the team still stands out.</p> <p>Team tries to be on the move to prevent presenting a target; however, they still need to do their job and are sometimes static for periods of time which can also lead to stress due to heightened potential for attack.</p> <p>Probability higher in Red Zone, and inherent risks and stress associated with that environment. CJOC operation threat assessment included as Annex A.</p>
Civil Instability	<p>Motivated by underlying local frustrations, high unemployment, poverty and a lagging economy, demonstrations occur on a regular basis within Further, with the massive influx of refugees in especially since the start of the Syrian revolution, is facing enormous financial difficulties to stimulate both its economy while supporting over one million refugees. Specific points of contentions have also fuelled increased demonstrations in namely with As a result, have conducted weekly demonstrations to communicate their dissatisfactions to their government.</p> <p>Overall civilian crime is low with higher rates in areas which house refugees, however cyber crime within is assessed as Very High. There is currently no</p> <p>Centres for Disease Control and Prevention (CDC) list the most common medical concern in as motor vehicle trauma. Driving conditions within are intense and the CTAT Team drives on a daily basis. Moderate risks due to vehicle accidents. There is a significant amount of traffic within and little to no rules followed by local population. No accidents involving CTAT pers at this time but many close calls and accidents witnessed almost daily, ie 2 x USMC Service Mbrs were injured in two separate motor vehicle accidents on 25 Oct 16 in</p>	<p>Under CTAT Lead's direction, based on intelligence, movement may be prohibited (i.e. during Federal Election), or restricted to only certain areas to avoid protests. This makes daily routine difficult at times if required to attend meetings or conduct activities around Amman, or within Pers are required to travel in pairs when walking and only frequent public areas. One team member had their credit card compromised which incurred stress and anxiety until resolved. Pers avoid area/situations where there may be police arrests (i.e. protests and demonstrations) to avoid unintended detention. This can hamper daily movement and routine. As the is in which increases stress levels for all members. ie involved in an accident. Pers wear civilian clothes to maintain a low profile. Due to the amount of traffic and dangers of local driving customs, daily driving is very stressful and hazardous. Accidents witnessed almost daily. Team is not auth to drive outside of at night and limit night driving within however, due to extended meetings this can't always be avoided and adds to stress levels. Inherent risks, dangers, and stresses of driving in local Traffic. World Health Organization lists that there were 151 motor vehicle fatalities per 100, 000 motor vehicles in last year compared to 9.5 per 100,00 in Canada.</p>

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Other Contingents and / or National Forces	CTAT- interacts with various HQ elements of the JAF on a daily basis. JAF are very professional compared to other Middle Eastern militaries, however they are not on par with Western Militaries and it often takes quite some time for JAF authorities to make decisions, which can cause delay to mission project progress. It is an essential part of the CTAT- mission to meet with JAF officials regularly. Meeting with counterparts are conducted as required, however meetings are only with respect to cooperation and not reliant on them for completion of mission tasks. Collateral damage can come from operating alongside JAF and Westerners can be targets from VOEs and criminal elements and any attack against the JAF can result in	Working alongside JAF at the risks of engagements between JAF and VEOs or criminal elements (smugglers). If JAF engaged, there is the implied collateral risk as bring with it inherent inherent stresses and risks associated
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Risk Part 2 – Operational Environment

Factors	Description	Effect on Deployed Contingent
Geospatial	World Health Organization (WHO) rates the air pollution level in as HIGH. Unknown as to whether there are toxins within the environment and to what levels they exist. 6 types of venomous snakes are found in as well as numerous types of scorpions. Encounters are rare and only likely to happen while operating in desert near border. Hospitals in likely carry antivenom. Have not encountered any UXO during tour.	All pers are constantly on alert for venomous animals and UXO/ERWs while operating in none urban areas. Team is required to visit various /observation towers which are all desert areas hospitable to indigenous venomous animals and where UXO/ERWs may be found. Unknown effects due to levels of pollution, however WHO rates Air Pollution Level as extreme at 38.3 ppm compared to Canada's 7.3 ppm. Pollution image, see Attachment 2 .
Health and Hygiene	CTAT- accommodations have sufficient cleaning facilities, with sufficient quantity of non-potable water for showers, washing laundry and dishes. All food is washed and cooked with bottled water. All pers have experienced diarrhea in varying degrees and periods of time during initial weeks in theatre. Symptoms mild and last only for short duration. Centres for Disease Control and Prevention (CDC) list cholera, hepatitis A and B, typhoid and dengue fever, and various insect born and parasitic diseases present in Jordan. They also list the most common medical concern in is motor vehicle trauma, and recommend avoiding night driving. No med evac services exist within that CTAT- Team has access to outside of civilian ambulance services. Depending on location aeromed evac can be accessed through JAF or civilian resources. CTAT- Team accesses local medical and dental services as required, and must present payment upon request of services. CJOC has deemed local medical and dental services are on par with those of Western nations. CTAT- Team has not accessed any medical or dental services at this time.	TF pers have had only minor sickness akin to travelling to a foreign nation. No one has required med treatment at this time. Inconvenience due to time and effort to prepare food: all fresh produce must be rinsed in bottled water as well as all food prep (boiling, etc) is done with bottled water. Drinking and brushing of teeth with bottled water as well. No one at this time has contracted any of the diseases present in Jordan however the greatest risk to health outside of attacks from VEOs is trauma due to vehicle accidents. No vehicle accidents yet, however several close calls and accidents witnessed almost daily.
Physical Geography and Effects	Terrain: Terrain is very open and only presents restrictions due to sharp rocks in northern areas of the country. Tn Infrastructure: Roadways and bridges are in good condition and only present restrictions due to large amounts of traffic. Msn Travel: The CTAT- Team travels daily for various meetings and coordination with local JAF Officials, or for replenishment of supplies. Most days, most members travel in vehicles for one reason or another. Travel between 1400-1700hrs local is hampered by extreme rush-hour traffic Sunday to Thursday. Extreme Weather: Although climate is hotter than that of Canada, there are no major extremes that hinder mission performance.	Daily travel is stressful due to level of traffic on road and dangers of the local conditions. Peak traffic times also hampers movement and pers often need to leave with an hour to spare in order to ensure meeting times are kept with JAF. Returning to accommodations at the end of the day can sometimes take two to three times as long as the outgoing trip due to rush-hour traffic. Effect on members is fatigue due to lengthened days and extended periods in vehicles. Red Zone: Along here are sharp rocks as there are no roads along the North and Eastern border. This resulted in team having four flat tires and at one time the did not realize we had stopped to fix a flat, within 40 metres of the The escort returned to our location within 15 mins.

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is withheld pursuant to section
est retenue en vertu de l'article

15(1)

of the Access to Information Act
de la Loi sur l'accès à l'information

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Threats and Hazards											
Threat Factor	Direct			Collateral							
Military and Security Forces	NEGIGIBLE			LOW							
Unconventional / Asymmetrical Forces	NO RECOGNIZED THREAT			NO RECOGNIZED THREAT							
Terrorist / Extremist Entities	MEDIUM			MEDIUM							
Espionage	HIGH			HIGH							
Sabotage	LOW			LOW							
Subversion	NEGIGIBLE			NEGIGIBLE							
Government / Civil	LOW			LOW							
Crime	LOW			MEDIUM							
Cyber – Unclassified Networks	SEVERE			SEVERE							
Cyber – Classified Networks	LOW			LOW							
CBRN	NEGIGIBLE			LOW							
Operational Hazard				Level							
Mines / UXO				LOW							
Climate				LOW							
Natural Forces				LOW							
Health				MEDIUM							
Topography				NEGIGIBLE							
Infrastructure				LOW							
Air Threats											
Air Threat Factors	0-1,000ft	1-5,000ft	5-14,000ft	14-18,000ft	18-24,000ft	24-30,000ft	30-45,000ft				
Overall Threat to Aircraft	LOW		NEG	NO RECOGNIZED THREAT							
Air-to-Air	NO RECOGNIZED THREAT										
SAMs	NO RECOGNIZED THREAT										
MANPADS	NEGIGIBLE			NO RECOGNIZED THREAT							
AAA	NO RECOGNIZED THREAT										
SA/LW	LOW		NEG	NO RECOGNIZED THREAT							

Table 1: (S//REL TO CAN, Air threat to RCAF aircraft operating in

Risk to mission	Risk Scenarios			Risk Level
Risk to mission	Probability	Impact	Risk Level	
Loss of credibility (HN, GC, Allies) as a result of CAF inability to deliver substantive capacity building effects as a result of ineffective engagement with HN	Seldom	Critical	Moderate	
Loss of credibility/enabling relationship with HN as a result of CAF activities and actions being non compliant with HN policies, laws, intent (i.e. CAF arrests, HN disruption/arrest of CAF Operations...)	Occasional	Critical	High	
Loss of CAF credibility as a result of perceived or real associations to hostile elements or criminal elements	Unlikely	Critical	Low	
Loss of CAF credibility - inability to effectively deliver effects as a result of real or perceived inappropriate operational constraints.	Seldom	Critical	Moderate	
Risk to Force	Probability	Impact	Risk Level	
Degradation in operational capability as a result of criminal and HoIs activity targeting CAF personnel, information, installation.	Seldom	Marginal	Low	
Loss of life or serious threat to life (kidnapping) as a result of criminal activity	Unlikely	Critical	Low	
Loss of life as a result of small scale attack (indirect, insider or direct attack) by hostile elements (ISIL, others) Particularly including the cities of refugee camps.	Seldom	Critical	Moderate	
Loss of life as a result of large scale complex attack against HN critical infra and or key terrain (tourism areas). Elevated risk in	Seldom	Catastrophic	High	
Reduced operational capability as a result of friction with refugee population –particularly in	Seldom	Marginal	Low	

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Departmental Hardship and Risk Committee

**HARDSHIP LEVEL
SUBMISSION FORM**



Op IMPACT Iraq -
CONTINGENT / TASK FORCE / UNIT

OP IMPACT
OPERATION NAME

October 2016 - October 2017
PERIOD



Prepared by: _____

Name / (signature)
(with s)

09 November 2016
Date

Reviewed by: _____

09 November 2016
Date

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Departmental Hardship and Risk Committee

Hardship Part 1 – Duty Circumstances		
Factor	Description	Effect on Deployed Contingent
Force Protection Levels and Alert State	<p>The most significant threat is Daesh, who has both the capability and intent to engage coalition forces (CF), Kurdish Peshmerga (KP), Iraqi security forces (ISF) and civilian population. CAF pers face an increased collateral threat due to their proximity to areas frequently targeted by Daesh. The perimeter of the camp is secured by Kurdish Security Forces (KSF) who guard against any hostile Daesh force who may attempt to attack the camp. Camp force protection (FP) was initially provided by one MP; however, the MPU Det is now fully manned with four pers. Weapons: The present FP posture does not necessitate carrying weapons on camp. Aircrew carry weapons during flight ops and MP are armed 24/7 for camp security and escorts for all duty travel off camp. Coalition members in the immediate proximity are while they are waiting further information on the threat level and adequate weapons stores. PPE Level: The FP Level (FPL) requiring PPE to be close by. ASF are required to have PPE immediately available at all times. Movement: The KSF controls movement entering and exiting the camp. CAF pers transit through points, one of which is manned. CAF pers are currently restricted to the confines of the secure area within the camp with exception to essential, duty related purchase trips into which are completed under armed MP escort.</p>	<p>Members are constrained in their freedom of movement. They are confined to camp for FP reasons. No off base travel except for mission essential resupply which can be limited due to availability of MP escorts or cancelled based on threat. Initially, it was very challenging to plan and coordinate based on frequent trips required during camp build and manning level of MP Det. While doing escort duties, camp no longer had integral MP protection. Full complement of MPs arrived 7 Nov 16; however, numbers are insufficient to provide 24/7 FP.</p> <p>Travelling to the city requires an increased level of vigilance due to unknown intentions of the population. Additional stress arises as the MP escort is limited in their capabilities depending on circumstances, which again are unknown threats and potential subversive attacks.</p> <p>Pilots have the full spectrum of PPE, eagle vest plates, gas mask and equipment with them during flights. They do not have the correct equipment to wear CBRN gear during flight.</p>
Daily Routine	<p>Majority of mbrs work 12-16 hrs, seven days/week. Shift schedules vary by function; MP, Aircrew, Duty Office, and Role 2 pers. MPs are on call 24/7 to respond to emergencies but normally work from 0700 to 2200 hrs with escorts now being limited to three escorts per week (1-3 hrs each trip). Role 2 Medical: pers perform regular shift work. The length and frequency will depend on the op tempo and patient flow. Typical shifts for most teams will start as 24 hours, with 8-10 hours in the hospital and on-call afterwards for patient/casualty care. Depending on patient flow, shifts could be more frequent with shift changes every 8 hours. Hospital duty centre requires 24/7 manning; Duty O and Duty NCO, working 8-12 hour shifts (e.g. 2 to 3 separate shifts daily). With a high op tempo, the expectation is that even when off shift, pers must be prepared to return. Unlike aircrew, med staff do not have minimum rest time before they can be called back to work. Of the remaining pers not on regular shift work, due to their unique ("one-of") jobs, and the 24/7 hospital ops, these remaining pers may be called back at any time (e.g. Biomed Eng Tech in case of critical equipment malfunction). Tac Avn Det Flight: Due to extended hours of support limited crews, and day/night ops, crews do a continuous cycle of crew day and crew rest. Crews work maximum crew day and if a pers is unavailable the gap must be filled by others, further reducing their rest (8hrs vs 12hrs). Mbrs depl over 120 days are entitled to HTLA and pers under 120 days will use their leave on return to Canada. There is no R&R time away from the mission area. With op tempo, pers maintain a 7 day work week. There are no scheduled leisure periods, majority of pers leisure time after supper and are permitted to wear civilian clothing when off duty. Leisure time is contingent on work reqrs. Deployment periods and replacement arrival date have been in a constant state of change due to visa issues.</p>	<p>At start up, pers worked long hours from 0700-2300 hrs daily to get the camp built for arrival of Tac Avn Det and Role 2. Fatigue was high and meals were sometimes missed due to conflicts in schedules. Changing shift schedules, high readiness posture and on call requirements result in crews only meeting minimal rest periods and majority of shift workers experiencing changing sleep cycles. This does not provide adequate rest periods which can cause fatigue, increase stress, and affect alertness. There is no scheduled or truly protected rest time which also makes it more difficult to plan time to speak to family.e.g. Different weeks can have a completely different schedule of work.</p> <p>Several posn are currently undermanned due to visa issues, creating additional work for others, increased stress and risk of burn out. e.g. Several mbrs of the theatre opening team (TOT) deployed for 45 days but have been repeatedly extended with some pers now at 120 days with no leave. Uncertainty of arrival/departure dates negatively affects morale and home family life.</p> <p>With the camp build, arrival of Tac Avn, Role 2, and ops in Mosul, the work tempo has remained high. Although rest periods are encouraged, personnel often work extended hours which can lead to increased stress and fatigue.</p>

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Departmental Hardship and Risk Committee

<p>Conditions and Equipment for Op Tasks</p> <p>working conditions From 18 Apr - 11 Jul 16 approx pers were living in and working from a hotel, travelling daily to the build site and around the city/camp to meet with coalition pers and contractors. Work conditions continue to change and improve, with camp starting from an open field with no facilities to some limited facilities (portable toilets). Pers moved to camp 12 Jul 16 and as of 1 Nov 16 the camp is 94% complete. Work continues on Role 2 infrastructure and comms issues. MPU currently has a dedicated vehicle, which is adequate for transport. The vehicle is not equipped with emerg equip req'd for some MP duties. Rented office took two months to get proper fire equipment in place, local fire service is well equipped but still need a Cdn firefighter to conduct monthly maint and prevention. Delays in visa, aircraft serviceability and diplomatic clearances have delayed arrival of essential pers and equipment. MPU Det is still waiting on a large amount of the MP specific equipment required for some duties. Unable to call from CSN lines to Iraqi cellphones due to security requirements. The equip to solve the problem has not yet been put in place.</p> <p>Local replenishment is affected by movement controls and logistics requests do not always follow given timings due to the local culture not being as time sensitive as most western countries. Ongoing challenges with visa and service flights continue to create replenishment challenges to the effect that Role 2 mission critical equipment was delayed.</p>	<p>Work Conditions: Heat exhaustion and sun exposure is a concern for members workngs outside all day in temperatures 40-45 C. Water was readily available. Integration into the comms systems has been challenging and there are frequent delays waiting for system accounts.</p> <p>Enough Equip: Delays in flights/visas resulted in equipment arriving but not the specialists required to use it, or having to extend specialist TAVs due to equipment delays. This resulted in a constant refocus of tasks to mitigate, increased work to staff TO&E changes, delays in set up e.g. Movement of Role 2 IOC date, and frustration from members and families who have been continuously extended. The supply equipment is very restrained due to set-up work and construction everywhere on the camp. CIS capability was initially provided by LCS kit. CSNI and DWAN are now available.</p> <p>Replenishment: This continues to be problematic, supplies are ordered, but a regular delivery date can not been established. Prioritization is assigned; however, operationally required equipment including medical equipment and a helicopter were delayed.</p> <p><input type="checkbox"/></p>	
<p>Foreign Contingents</p> <p>For flight ops, daily comm with Air Traffic Control (ATC) agencies is a constant challenge, English is clearly not their first language, and the procedures are not always standard in Working from an Int'l Airport, the level of traffic from the multi-nation coalition makes it a daily challenge. In other areas, En or Fr is spoken and working relationships with coalition are good. MPs work independently but co-op with coalition MPs or security forces, the coalition without issue. Role 2 has a responsibility to engage and support all the foreign contingents Role 1 medical teams and will manage urgent and emergent patient/casualties on camp, as well as lead coordination of planning and execution. Aside from issues with ATC, competency has not been an issue. The rules and procedures for Role 1 and Role 2 can differ depending on the nation, as not all procedures are qualified equally internationally. will rotate a new 6 pers surgical team within the Cdn Role 2 every 6 wks over a six month period. Are they corrupt or disloyal to the mission? No.</p>	<p>Overall there is a good working relationship with the coalition, mutual support is provided when able. The numerous comm systems exacerbates comm challenges within the coalition. Role 2 pers have an extensive requirement for ongoing liaison, planning and coordination with coalition forces. Role 2 members will have additional training tasks, having to re-explain procedures every 6 weeks in order to ensure that all countries are following the same steps for every procedure. No issues, at present time, but close coordination and confirmation will be required to ensure understanding. ATC issues present ongoing frustrations.</p>	
<p>Local Forces / Police</p> <p>The current attitude of Kurdish officials to Canadians is positive as is that of the Iraqis; however, this could change due to ongoing political tensions between Kurdistan and Iraq. The language spoken inside the Kurdistan Region including is primarily Kurdish but also Arabic. Are they corrupt? Unknown, but at this time no issues of corruption have been identified. The KSF that provides security for is not as vigilant as Western forces. e.g. Entering the initial checkpoint, civilian vehicles go through a rigorous inspection but coalition vehicles are often waived through. Once inside, there are multiple entrances that have no checkpoints or security points to control access to the military side. The Kurdish Military are known to Coalition Forces as very competent. They are well trained and have a stable structure. The Kurdish military SOF, the Peshmerga force, is largely divided and controlled separately by the Democratic Party of Kurdistan and the Patriotic Union of Kurdistan, although both pledge allegiance to the Kurdistan Regional Government. There is little interaction but it may be difficult to converse as English is not known by all persons. Kurdish forces may favor local residents when completing criminal, traffic and civil investigations. Care must be taken during investigations when dealing with local security as they do not have the same standards of rights when dealing with locals. e.g. no Canadian lawyers, interrogation, threats.</p>	<p>TOT pers worked mostly with contractors and experienced only minor inconvenience due to language barrier with host nation. All members of perform escort duties for local contractors and workers employed on the camp as part of camp security. The Peshmerga, along with other Kurdish security subsidiaries, are responsible for the security of the Kurdish Region. Higher ups are often trained in English but without translation the message may get lost. The Military Police are able to contact the Kurdish security force to dispatch pers to if needed to interact with local contractors. It may be difficult to get the facts of an investigation without bias. Kurdish officials may try to make it seem as if the city is safe because they want to make CAF feel secure; however, locals have provided info to Det members about incidents or areas to avoid.</p>	
Hardship Part 2 – Sustainment and Leisure		
Factor	Description	Effect on Deployed Contingent
2/5		

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Acc'n, Sleep Comfort and Privacy	<p>Construction quality of acc'n is below Western standard; however, they are still very good quality overall. Flooring and climate controlled rooms allow members to avoid dust and sleep at an optimal temperature. Some members (5%) have their own room but majority are two per room with very little privacy. Fire regulations restrict the hanging of blankets to provide additional privacy. The doors to the rooms can be locked but are very easy to break. Access to the building is not secure; however, the building is within a secure camp. The accommodations are located meters from the camp outer-wall and meters to the airfield. Noise from coalition helicopters, including Blackhawk, NH-90, Chinook, and the bigger V-22 Osprey is prevalent at all hours of the day. Often times aircraft are so close to the barracks that the draft from the aircraft causes the rooms to shake.</p>	<p>Shift workers have a hard time sleeping due to noise from daily air field activity, ongoing construction and heavy equipment. This increases fatigue and stress, and decreases alertness. There is a lack of privacy when sharing rooms, especially if pers have different work schedules or are sick. Pilots share rooms which can affect crew rest.</p>
Washrooms/ Ablution Facilities	<p>There are 16 showers, 10 toilets, and 12 sinks within the permanent building; however construction quality is below Western standard. The contractor is working to resolve issues with the showers; poor drainage leaks along the floors and the walls. Toilets are new, but break easily. Most pers continue to use the temporary ablutions until repairs are completed. The temporary ablutions offers 24 showers and toilets for men and 8 showers and toilets for woman, for the pers on camp. Cleaning equipment is readily available. The water within the ablutions is not potable, bottled water is provided to brush teeth. There is sufficient hot water for daily showers. To date the ablutions are kept clean and stocked.</p>	<p>In the permanent accommodations building the ablutions, although currently under repair, are located within the same building. Members in temp accommodations are at the farthest point, approx 150 feet from the temporary ablution facilities. At night they must be alert due to presence of small creatures (spiders, snakes), which can affect their ability to return to sleep. New pers have increased risk of gastrointestinal issues as they tend to forget that the water is non-potable and use tap water to brush their teeth or drink. Members are briefed and signs are posted at the ablutions.</p>
Food Supply And Preparation	<p>Meals are provided dining facilities (DFAC) which are regularly inspected by hygiene officers, and have been inspected once by a CAF PMed Tech, (TAV from JTF-I). There are currently two DFACs within the base, and one field kitchen. DFACs are within 1.3 kms walking distance from the camp and a shuttle is available during meal hours. There are set meal timings: Breakfast 0700-0900 hrs, Lunch 1130-1300 hrs, supper 1700-1900 hrs and a late meal 0000-0200 hrs, with no option for meals outside meal hours. Hard rations have not been required. DFAC frequently runs out of common stock items between shipments. Fresh fruit is rare and food choices are limited, offering the same vegetable option every day. Food selection is generally good; however, it is often cool or cold. Vegetarians options are extremely limited, with the same meal 5-7x a week. There is no gluten free option named at the DFAC. Members are able to order food from the local economy and have it delivered to the camp. Health Services has not approved these locations; however, they are commonly used by other coalition forces. There are no Canadian cooks or cooking facilities to warm up food in the accommodation or elsewhere at Camp Daily food for pilots is available (haybox) once a day and must be consumed within 4 hours.</p>	<p>Meal options are considered fair to poor and negatively affects morale. The DFAC does not have food trays, and members have to use plastic plates and utensils. Vegetarians have had to purchase supplements to ensure adequate health and nutrition. Based on set meal hours, shift work and meals must be preplanned. Aircrews are still working on a solution as meal times are missed on a daily basis due to missions. In the meantime, food is ordered and claimed when meals are missed. Although snacks/food/drinks can be taken from DFAC, options are limited and supplies run out quickly.</p>
Drinking Water	<p>Water on camp and throughout Iraq are considered non potable. Pallets of bottled water are distributed throughout the camp around ablutions, work areas and accommodations. It is provided to members at no cost and fridges are located in most buildings and offices to keep water cold.</p>	<p>Bottled water is readily available. When conducting escorts or LPO runs, personnel must ensure they have a sufficient supply of bottled water with them to remain hydrated.</p>
Personal Comms	<p>There are six welfare phones avail and no time limit restrictions on calls. There are currently no welfare computers/laptops but free Wi-Fi is avail in the Welfare area. Internet pucks can be purchased on camp to create pers internet hotspots for Wi-Fi. Commercial phones and SIM cards are also available for purchase. Pers have access to CSN phones that could be used to call home during work hours if required. Espionage remains the highest risk throughout the JOA, pers are frequently reminded about internet security.</p>	<p>Service outages happen occasionally but turnaround time for repairs is fast. Internet connection requires use of VPNs in order to remain secure. Members have had banking information stolen (i.e. credit card) due to corruption on internet ISP which has caused considerable stress until resolved.</p>
Personal Liberty	<p>is located on the military side of and covers approx 4.4 acres, comparable in size to 8 Wg Trenton. Based on threat assessments, members are not permitted to leave Camp for pers travel but are able to move freely within the confines of the base. All off base travel requires approval from the JTF-I Comd and must be op essential. Camp is dry (no alcohol) and members are not permitted to consume alcohol when visiting coalition camps.</p>	<p>Pers are confined to the base. They are free to travel on base, in uniform or in civilian attire. Prolonged periods working/living in a confined space can increase stress and frustration. Enforcement of the alcohol policy has not posed an issue; however, the permanent restriction when other coalitions are permitted does impact morale.</p>

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Morale, Welfare and Recreation	Camp has a gym and Welfare centre. Only minimal gym equipment was available during the first few months; however, new equipment started arriving 27 Oct 16 and all equipment is expected by mid Nov 16. Bicycles have been provided by PSP and the roads on the airfield provide a large area to run and bike during the day. The Welfare center can accommodate approx 28 pers and has multiple televisions. There is no cable connectivity or satellite TV but playstations and video games are available as well as many movies. For security reasons the Welfare centre is closed from 2400-0600 hrs until the exterior fence is completed. There is no indoor common area large enough to conduct casual unit events or larger group activities.	Airport roads/running track poses a risk at night as there are no street lights. Poor air quality and smoke from burning waste often restricts outdoor PT. The unpleasant odours are unavoidable during walks to DFAC for meals. The size of the Welfare centre limits the ability to hold larger team building and/or morale events.
Postal Services	There is no Canadian postal service at the Camp. Mail is initially sent to Kuwait via service flight and then sent to based on availability of service flight and priority of shipment. Mail using the is available with restrictions on parcel size and quantity.	Families are able to send care packages through Op IMPACT but delivery periods have exceeded two months. Personal items are not available or frequently run out, pers must rely on internet orders using the often incurring additional shipping fees.
Access to Retail and Service Facilities	Retail on the base is limited in selection, quantity and reliability for stock. There is a small that is operated from a tractor trailer that is located 1.3 kms from The Market is comparable in size to a Cdn Macs convenience store and primarily sells snacks, basic pers items, and a very small selection of T-Shirts. The contingent has a small canteen store with toiletries, snacks, and alcohol but only accepts There are two small cafés but costs are high e.g. \$8 for a small coffee. Barber service is available at the Market. There is a restaurant on camp that is fairly inexpensive with good quality food. A shuttle is available during meal hours and there are few vehicles available. There are no entertainment services at all on base.	Pers are only able to access very basic supplies. Selection of pers items does not fulfill the req't for per hygiene e.g. toiletries for women and shaving cream for men. Pers are reliant on internet shopping. Stores primarily stock unhealthy choices of food and snacks. There are no meal-level snacks such as vitamins, granola, protein bars. Within days, most of the useful items are gone. There is no basic level equipment e.g. hooks or mirrors, a lot of basic necessities are not available. The Market are only open during work hours, and are closed on Fri, making it difficult for pers on day shifts. Access to the store is limited by the req't to have which are not carried on camp. Mitigations are made by bringing items/currency back when returning from HLTA; however, it remains an ongoing issue that negatively affects morale.

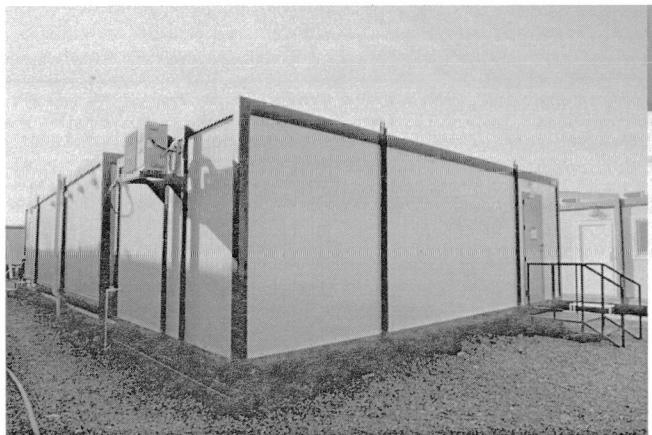
Hardship Part 3 – Operating Environment

Factor	Description	Effect on Deployed Contingent
Accessibility & Standard of Health Services	There is a Cdn Role 1 facility (1 X GDMO / Flight Surgeon and 1 X QL 5 Med Tech) supported by a consisting of general and orthopedic surgery, and critical care nurses that specialize in damage control surgery. Ability to make a diagnosis is very limited. Other coalition med teams are present but they have the same capabilities. There is no dentistry currently on camp. Minimal imaging capability Role 1 has a portable XRay). The only lab avail is the iStat. Pharmacy is limited to acute care meds and there are no chronic meds avail unless ordered for specific patients. Healthcare in are generally below Western standards. A majority of hospitals are capable of providing basic modern medical care, but likely lack equip and supplies, and meds are not likely to be widely avail. Ambulance services are minimally equipped and staffed, and likely are used more for patient transfer than pre-hospital emerg care and response. The blood transfusion services are not safe for use by CAF pers. Majority of local services, if provided, need to be paid in cash or Iraqi Dinar). A CAF lead Role 2 Basic will soon replace the and will have enhanced capabilities including general and orthopedic surgery, internal and emerg medicine, lab services, diagnostic imaging (plain film and ultra-sound), and dental services. There will be a four bed ICU and a four bed ward with some limited holding capability. Aeromed evac is provided by the and controlled by the Patient Evac Coord Cell in There is both POI and intratheatre movement usually via RW as well as strategic evac via fixed wing to either the Role 3 in Baghdad or Role 4 in At times airovac has been limited by factors such as weather, diplomatic clearances, and aircraft maint issues.	Members may require evac to the Role 3 in or Role 4 in for medical conditions that cannot be managed in location. There is currently no holding facility for patients that require time in order to return to full duty, although this will be provided by the CAF Role 2. Use of host nation health care resources is considered only as a last resort if there are no other options and only for certain medical issues. This can be stressful for deployed members and the limited HSS resources in location means aeromedical evacuation or medical transfer may be required to establish a diagnosis with subsequent operational impact due to member's absence. Due to difficulties with diplomatic clearances and customs, aeromedical evacuation takes time and medical re-supply can be a challenge.
Local Climate	World Health Organization listed Air pollution index at 91.67 compared to 36.67 for Toronto. Winds create dust and sand storms which can significantly degrade and cause poor air quality. Climate is hot and very dry in the summer with temps at approx 45 C. Weather effect for the rainy season is unknown. Temps are on average 35 - 40 C during the noon hours for the walk towards the DFAC. Majority of members spend two - three hrs per day walking to the DFAC and 70% of the pers work outdoors most days. Work and living spaces and vehicles are climate controlled.	Pers must ensure they remain hydrated and avoid prolonged periods outdoors. The Wet Bulb Globe Index must be monitored regularly to guide level of exertion and fluid req'ts in order to avoid injury. This can limit op effectiveness due to required safety precautions. e.g. more frequent rest periods, irregular work hours around peak heat periods. There are potential short-term health effects with exposure to air pollutants which can cause respiratory symptoms such as coughing, wheezing, and reduced lung function or exacerbation of predisposed medical conditions. Blowing sand creates safety hazard, eye protection must be worn at all times, during periods of high wind.

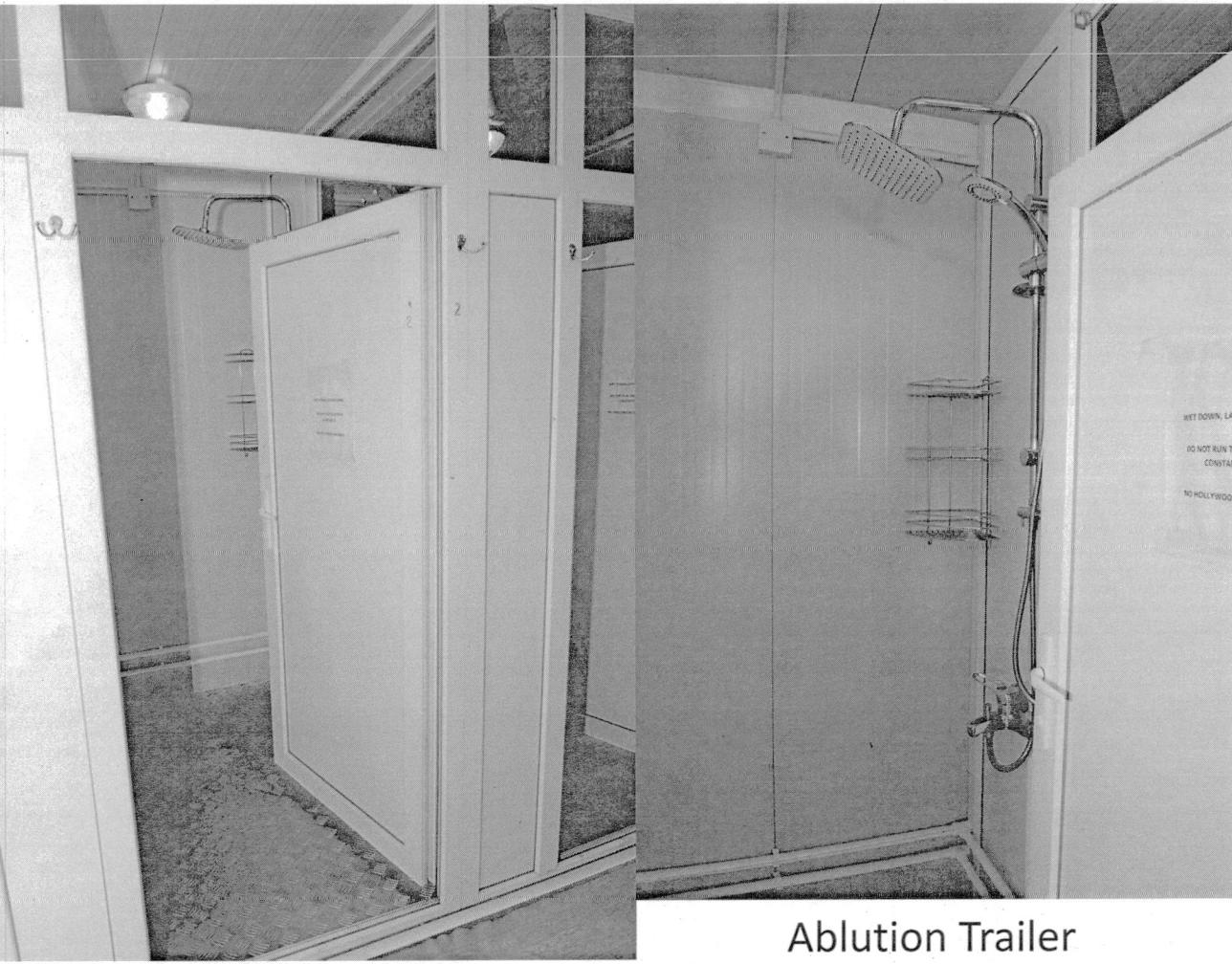
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Exposure To Death / Use of Deadly Force	<p>There have been instances within the City where members have been exposed to human remains from vehicular accidents; however, these were not due to enemy action. Pilots and aircrew have the possibility to see atrocities committed by DAESH during flight ops. TacHel are based on threat levels and potential requirement in their tasks supporting SOF pers. Role 2 med pers support the coalition and are required to treat different levels of patient care including evac for critical care and surgical teams. Mortuary affairs is also present. The CFNIS Investigator / MP pers on Camp have the responsibility to investigate any death or serious injury of CAF pers. In this role they are mandated to conduct Mortuary Affairs procedures of documenting the human remains, identifying the human remains and preparing the human remains for transport to Canada. Ops in are likely to witness large amounts of IDPs and some will go towards safety in the Kurdish regions of Iraq, continuing on to DAESH have been known to hide amongst the IDP to attack or infiltrate an area.</p>	<p>With IDP movement, the security measures on the camp might require members to use deadly force if DAESH members enter the To date the Peshmerga have maintained a high degree of control over their borders. The aircrew may be exposed to deaths of friendly forces, as combat continues on the Kurdish defensive line with engagements every day. Aircrew flying into have the possibility to see the aftermath of the multiple IED attacks that happen in daily, causing large amounts of deaths and injury. For MP and LPO members the probability of being exposed to human remains is increased significantly over the remainder of the camp. Mortuary Affairs is also present. As with witnessing any type of extreme human suffering and/or severe trauma, adverse psychological effects and stress reactions are a distinct increased possibility. Within the camp to discuss any mental or spiritual matters are the MO and MP members.</p>
Human Suffering, Misery and Inhumanity Exposure	<p>There are multiple IDPs camps in the Kurdish region within of Camp liberation is expected to create thousands of IDPs. There have been IDPs that have come to the UN compound situated next to the entrance to the in very poor condition. A group of 150 IDPs came to the on 18 Sep 16 after leaflets had been distributed to population. Role 2 pers primary task is to care for combat casualties with all levels of trauma and injury, predominantly inflicted by the direct actions of the enemy.</p>	<p>As with witnessing any type of extreme human suffering and/or severe trauma, adverse psychological effects and stress reactions are a distinct increased possibility. With so many IDP camps, aircrew will fly close to or over the camps daily.</p>
Social Isolation	<p>There are currently Cdns working at Camp Given the size of the camp and sharing of acco'n, physical isolation is difficult. The Welfare centre is avail and can accommodate 28 pers. Wi-Fi is avail to connect with family and friends in Canada and pers will interact with one another daily. Coalition camps are separated by four to six meter barrier walls and access to most is restricted to visit by invitation only. There is limited interaction with other nations apart from the DFAC, Barber or</p>	<p>After months of living within the confines of Camp and working long hours members can feel isolated from the rest of the camp and base. After a few weeks, there is very little variety or options for relaxation and rec. The limited occupancy of the Welfare centre and lack of a larger common area leave members little opportunity to interact outside of work which can increase stress, affect group cohesion and morale. Some pers may continue working long hours or isolate themselves in their room. Physical fitness, including group fitness is encouraged.</p>
Local Language & Culture	<p>Local language is Kurdish, but some do speak English. Kurdish interactions require many steps of social interaction and demonstrations of mutual respect. Exposure to local culture is very limited other than the effects on work e.g. Fri is the weekly off-day and the req't for daily prayers must be treated with respect. Men cleaning female bathrooms do not always put up signs, and do not always respect differences.</p>	<p>Pilots and aircrew have difficulties communicating with the ATC, and must spend much more time explaining and working with the tower compared to Canada due to language; accents and general misunderstanding of terms and words. Scheduling a meeting requires additional time and patience based on cultural social practices. Women wearing sports clothing have reported feeling intimidated and degraded when looked at by locals. They are less comfortable when working out and many now run in pairs. Differences with the locals do not cause much friction with the local populace, but members must be aware at all times of the differences between them.</p>
Local Population Attitude	<p>Very polite, friendly, seems supportive of our op in There remains very little interaction with people outside</p>	<p>Local pers can be easily intimidated by mil pers, as such civ clothes are worn for business. The attitude towards aircrew during flying ops is dependent on the region, and can change daily. In the Kurdish territories, people are very friendly, and wave at the crews. This can change if an incident happens with any aircraft (like with some incident from ISF), the population became cold to us for a few weeks, some even threw rocks at the helicopter. Once outside Kurdish territories, the attitude is completely reversed, and the people do not wave back at us, some hide from us, and some have hostile gestures toward us, rock throwing, sticks waving, etc.</p>



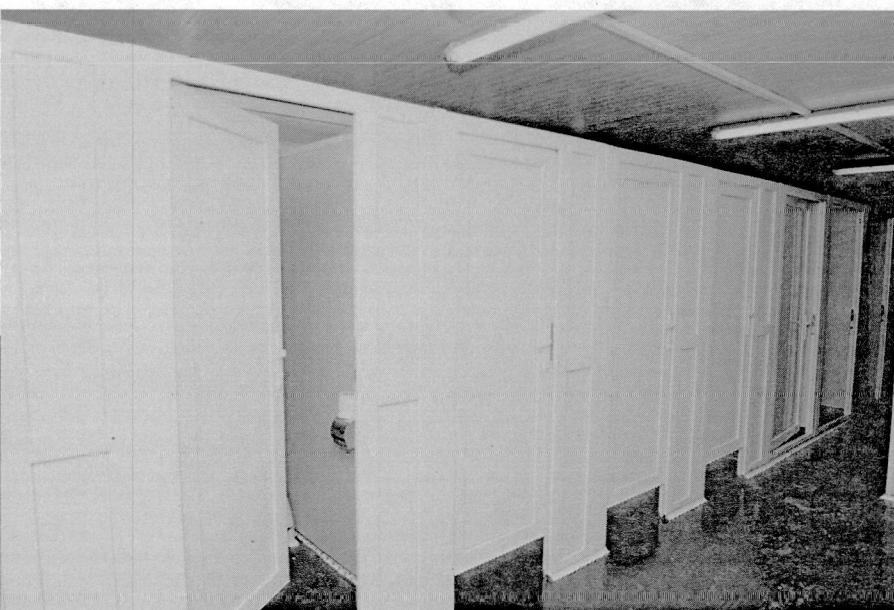
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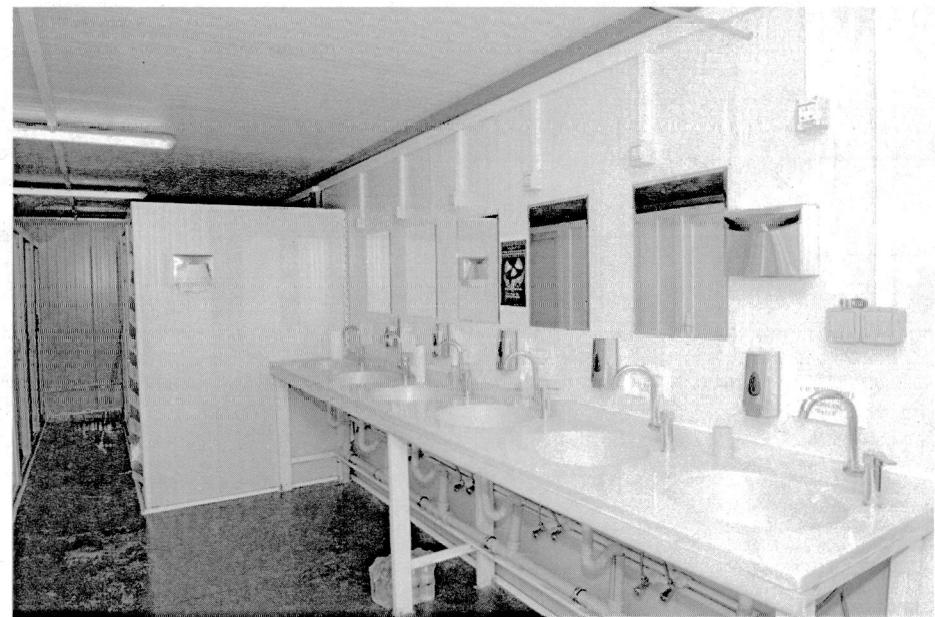
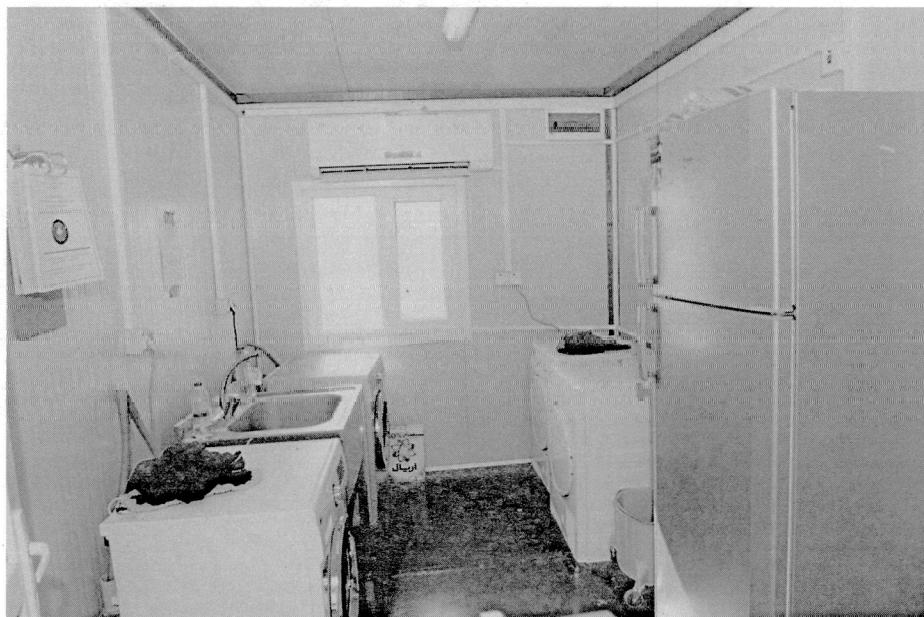
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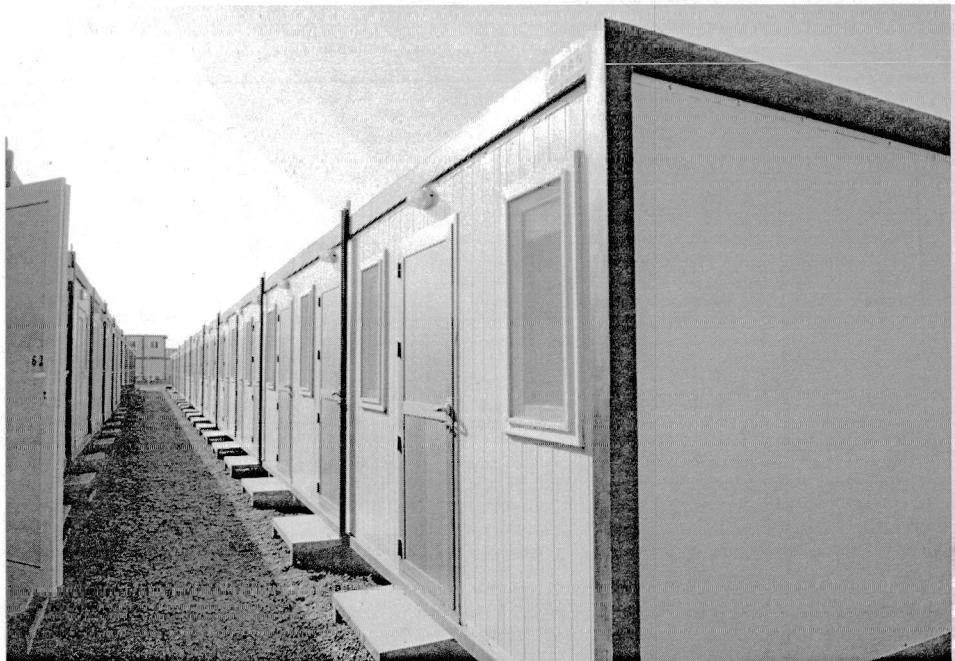
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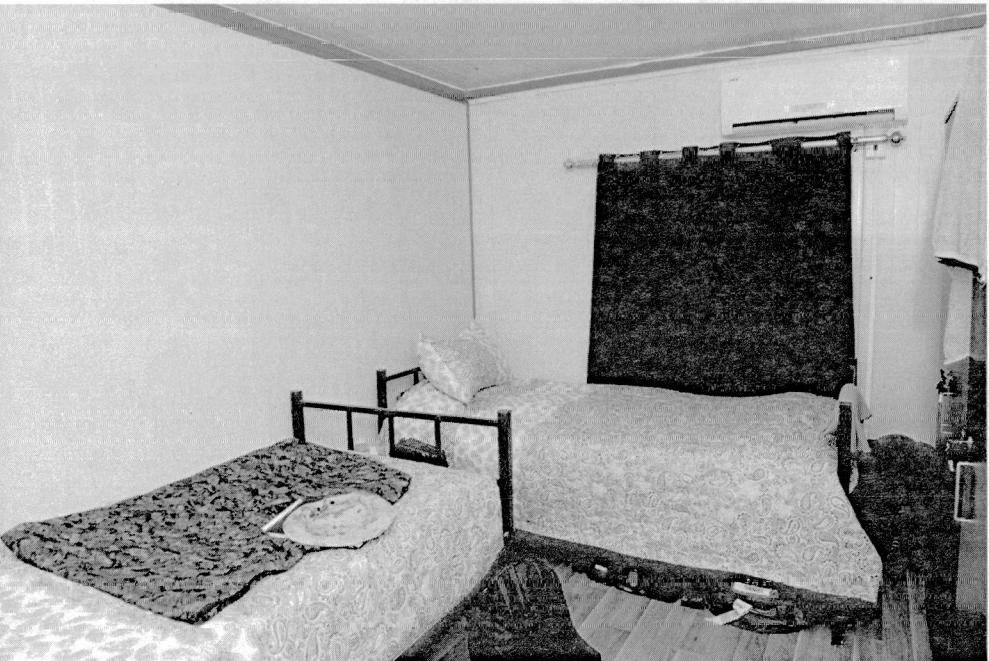
Permanent building Ablution on each floor



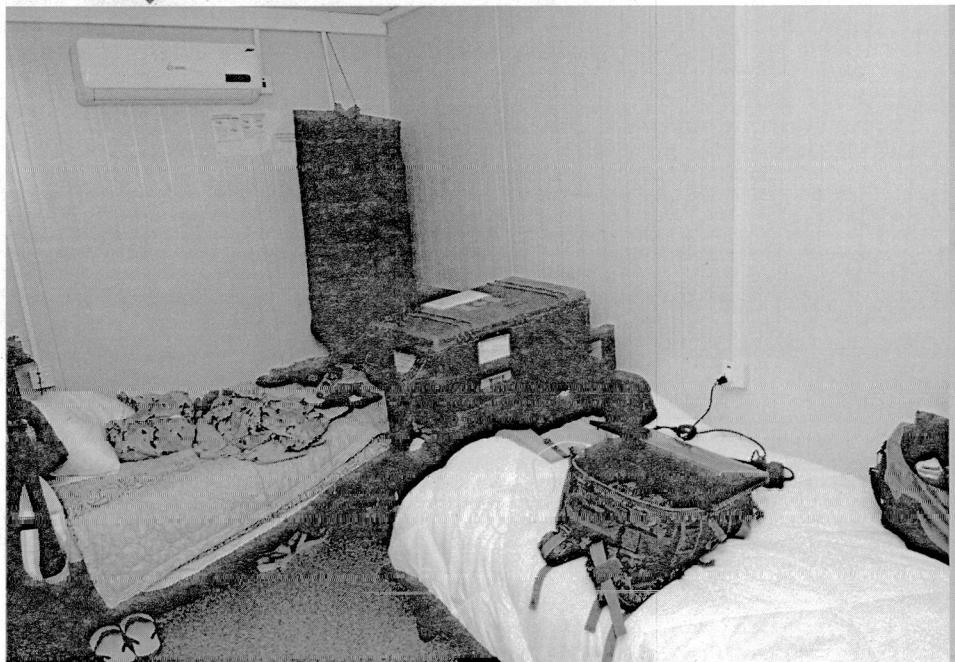
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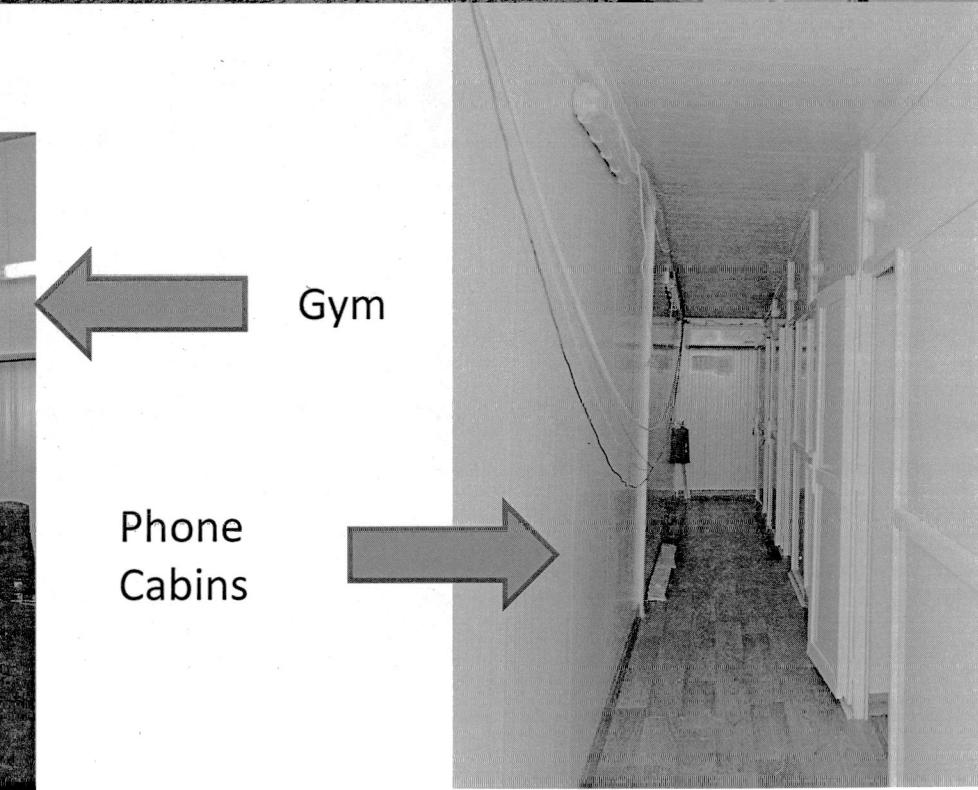
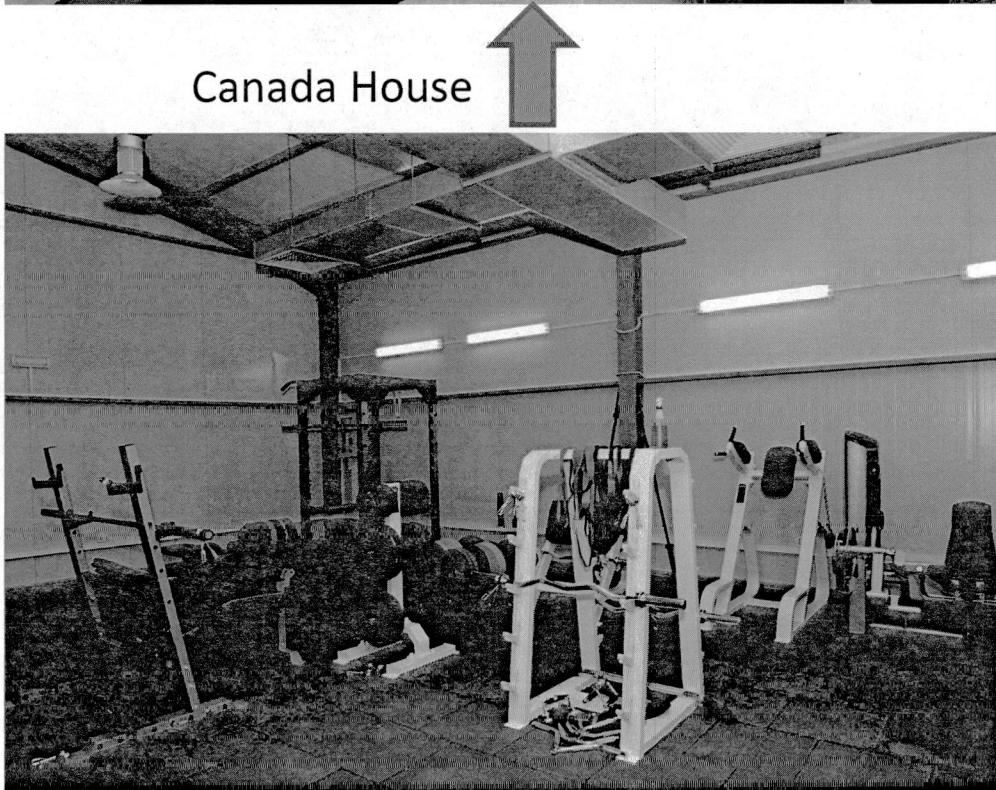
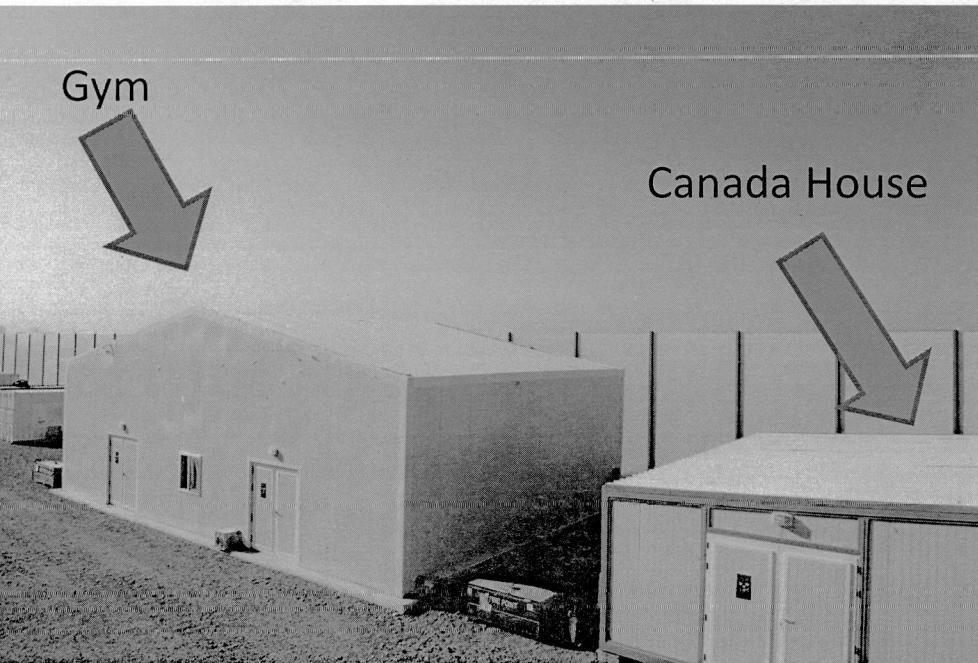
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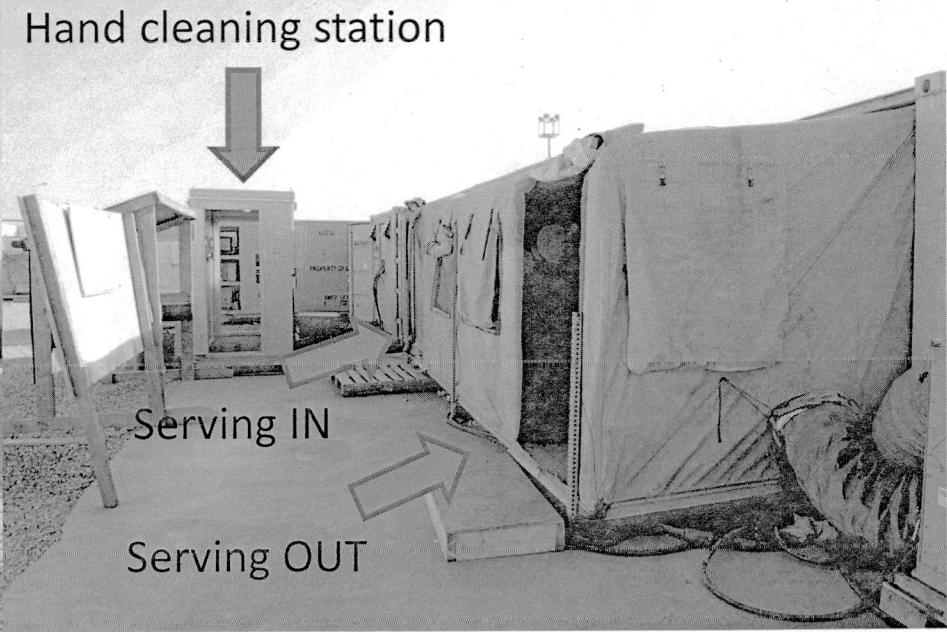
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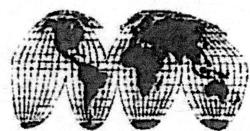
**of the Access to Information Act
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SECRET CAN EYES ONLY

Departmental Hardship and Risk Committee

RISK LEVEL
SUBMISSION FORM



OP IMPACT :
CONTINGENT / TASK FORCE / UNIT

OP IMPACT
OPERATION NAME

LOCATION
October 2016 - October 2017

PERIOD



Prepared by: _____

Name / Rank / Appointment
(with signature) _____

09 November 2016
Date

Reviewed by: _____

09 November 2016
Date

SECRET CAN EYES ONLY

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SECRET CAN/ EYES ONLY
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Threat Posed by Hostile Forces Part 1.	<p>The most significant threat is Daesh. The group has both the capability and the intent to engage coalition forces (CF), and civilian population. Given the group's preferential use of VBIEDs, IDF, and other indiscriminate munitions, CAF pers face an increased collateral threat due to their proximity to areas frequently targeted by Daesh. (S-) Evaluations from coalition and CAD assessments indicate that Daesh will likely return to conducting asymmetric attacks in urban areas. This will probably increase the frequency of terrorist attacks in Other groups to mention are the Shia Militia Groups (SMG). The majority of SMG have links to Iran, but not all SMGs are entirely influenced by Iranian leadership. Both nationalistic and Iranian-influenced SMGs groups negatively perceive Western military involvement in Iraq. SMGs have the capability to conduct attacks against but without direct guidance from their higher leadership or Iran, it is unlikely that SMG members will carry out attacks against western pers. Unsanctioned attacks by SMGs are possible and SMG activity may increase as the defeat of DAESH draws nearer. The op plan for taking Daesh has threatened Canadians directly, naming our country as a target as important as the US, France and UK. There is also a direct kidnapping threat to westerners in with Daesh attempting to kidnap members to increase their propaganda and IO campaign. Targeting . (S-) There have been multiple security incidents on including stolen equipment and uniforms. There are multiple gaps within the security perimeter, which could be exploited to conduct a kinetic strike on the base. (S-) The Ministry of Interior of Iraq passed on a specific threat targeting with Daesh members intending to attempt to follow coalition convoys in order to avoid inspection, and drive VBIEDs towards targets such as EIA, embassies, and ministerial buildings. (S-) There have been 2 separate reports of members of Asa'ib Ahl al-Haq (AAH), a SMG were planning to shoot down military aircraft using inside knowledge of departure and arrival time from Baghdad airport. Both attacks were cancelled due to late delivery of the weapon system and lack of target confirmation. On 18 Sep 16, members that worked for AAH leader Shaykh Bakr Handisa Al-Sa'idi, planned to shoot down a military Chinook helicopter using two Strela anti-aircraft missiles (SA-7s) and on 21 Sep 16, AAH leader Shaykh Bakr Handisa Al-Sa'idi plotted to shoot down a as it transited over central Baghdad at 1445 local. (S//REL TO CAN,) Since Feb 16, there have been six threat streams, with varying degrees of credibility, reported against the Kurdish region.</p>	<p>(S-) Because of this, the collateral threat from terrorism (conventional and asymmetric) along the FLOT is assessed as HIGH while the direct threat is assessed as MEDIUM. The overall threat from terrorism in is assessed as MEDIUM. (S//REL TO CAN,) Members have uncertainty, and are aware of which could our forces. As Daesh loses control of territories within Iraq, SMG will likely push forward their anti-western agenda which will increase the risk for flights outside the KDL or IVO SMG, such as Baghdad. Local purchase orders (LPOs) have been ceased for periods of time due to reported threat streams to members. LPOs must remain in order to mitigate the risk outside EIA. SMGs are present in Baghdad, an area included in our area of operations, and with the advance towards Mosul, this increases the stress to aircrew, as SMG presents a higher risk than the Kurdish Peshmerga and local populace during missions. Members in are directly at risk from terrorism conducted by Daesh. The main security for EIA perimeter and it was reported that of the proper documentation.</p>
Threat Posed by Hostile Forces Part 2.	<p>From mid-Feb to late-Mar 16, three separate reports suggested that DAESH militants attempted to smuggle VBIEDs from Two additional DAESH threat streams targeting using VBIEDs possibly remain active as of mid-April. (S-) On 21 Oct 16, Daesh ordered their sleeper cells ir to conduct attacks, and on 26 Oct 16 there were reports that Daesh was planning to smuggle 2x members from Turkey intc to conduct attacks. There have also been large scale attacks on Kirkuk (21 October) and the Kurdish Security Forces announced on 31 October that they arrested 40 terrorists planning to conduct attacks in Sulaymaniyah. This supports the possible direct terrorist threat from Daesh in as security measures for and Sulaymaniyah are similar. There have been over 110 engagements of surface fire towards aircraft in Iraq, and over 200 airborne reports of hostile weapons fire from the ground. It is possible that CH-146 will be engaged, even within "friendly" territory. 2.B (S-) "Given the continued use of sulfur mustard, specifically along the FLOT the CW collateral threat to CAF personnel in Northern Iraq remains MEDIUM." There have been 20 confirmed indirect fire attacks involving on the Kurdish defensive line (KDL) in 2016, with a possibility of up to 50 events. (S-) Overall, it is unlikely that DAESH has the capability to perform CW attacks, other than with crude chemical-laden modified indirect fire munitions along the FLOT. CW are likely to be employed as a tactical level weapon against Iraqi and Kurdish Security Forces (KSF). Current munitions are not designed for effective CW dispersal and there are no indications of near-term improvement in chemical agents or delivery means. Also there are no signs of proliferation/infiltration of CW munitions outside of DAESH controlled territory. city and EIA stand close to 40 km from the FLOT and way beyond IDF delivery range of DAESH systems. The possibility that a collateral threat emanating from cross-contamination of improperly decon pers transiting to the cannot be completely discounted, however the JTF-I med pers are aware of this possibility and mitigation measures are being developed. The overall threat from CW to CAF pers operating within and EIA is assessed as LOW. (S-) There are daily attacks on Baghdad, an area of ops for CH146 flights on multiple occasions. The attacks are usually in Shia neighborhoods, however this indicates the lack of control within Baghdad and there have been threat streams targeting BIAP. The Kurdish Defensive Line (KDL) receives daily engagements from Daesh members and CH-146 assets are regularly tasked to support forces within weapon engagement range of Daesh. (S-) "The volume of threat reporting is likely higher, however, the KSF often purposely avoid sharing Kurdistan-related threat reporting with Coalition partners in order to promote the appearance that the environment is safe and secure. Multiple Daesh cells have been dismantled, and individual Daesh terrorists have been arrested through KSF security operations, especially in the vicinity of Kirkuk."</p>	<p>Support to forces near the KDL could bring members at risk for chemical attacks. Pilots land within IDF range of DAESH daily. Pilots and aircrew revise their plans of action and Members of Op IMPACT are not aware of the full extent of the threat, as host nation security does not share their internal information and does not have much collaboration with CF. All these points increase stress on members, as there are many scenarios that could cause injury and possibly loss of life from enemy action.</p>

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Civil Instability	<p>(S- With the Mosul op beginning to be prepared, and ISF and SMG forces approaching the Northern portion of the KDL, an increase in threat is expected. The fall of Mosul will likely bring power plays within the government of Iraq as well as SMG in order to maintain and increase their power post-Daesh. The Kurdish area of responsibility has increased from the Kurdish autonomous zone that was previously decided with the government of Iraq. (S- Criminal threat is possible within with certain sectors being known hotbeds for criminal activity. Theft on the EIA has been reported, however major crimes are much more likely to be conducted by Daesh members rather than a criminal element within (S- Cdn movement outside the camp is only for local purchase orders (LPO) and has been on occasion cancelled due to threat. Members require .PO and are recommended to only go in the morning hours to avoid traffic and the peak hours for locals. (S- Military uniforms are not allowed outside EIA in the city. Locals are supportive of CF and our mission. At this time, only can leave EIA in order to minimize the threat to pers. All purchases are conducted by these individuals. LPO runs are on average within 20-40 km. Driving in is dangerous as infrastructure standards are not as high as in Western countries and the local driving culture has a disregard for driving rules. Rather than following rules of conduct for safe driving, drivers are extremely aggressive, resulting in many more accidents.</p>	<p>This will very likely increase tensions between the Shia majority government of Iraq and the Kurds. Coalition intelligence estimates assess that the CF supporting the Kurdish Peshmerga will face reduced popular consent for our participation, due to perception of training factions that wish to achieve independence. This will increase the threat from SMG when flying South of into Shia majority zones, and CF could become targets of opportunity for dissidents against Western intervention as well as those who believe Kurdistan should remain under the government of Iraq. Members require LPO and are recommended to only go in the morning hours to avoid peak traffic periods. Driving in town requires preparation for accidents as it is likely that CAF members will witness, or be a part of a car accident due to lower driving standards and an inexperience with the local system of customs.</p>
Other Contingents and / or National Forces	<p>(S- Force protection on EIA is conducted by the who are outside the Canadian zone of responsibility, and the threat from Daesh or terrorists outside the Canadian camp is possible. CF is unable to support or increase Kurdish positions, and can only increase security on the Canadian camp. (S- As a supporting unit to CH-146 could be supporting missions for foreign SOF. The threat will remain the same as conducting mission for Canadian SOF, as they are effective and well trained. Transportation of pers and cargo is reliant on CAF and coalition assets. Prioritization of contingent needs is difficult and pers have priority. (U) There have reportedly been 5 fires started on camp by KBR (HN) guards throwing cigarettes out the windows of their vehicles while driving. This is an example of the difference in experience and professionalism between the CF and HN security.</p>	<p>Aircraft tower controllers are not as well trained and often not fluent in English. As such, their effectiveness has been raised as a serious point of concern for pilots. Being unable to ensure our own safety outside of is a constant stress on members of Op IMPACT. Each nation on the camp has its own force protection standards and use of weapons. There are gaps in communicating changes in threat levels amongst the coalition. e.g. Some contingents might be at high alert due to a threat, and others are unaware and do not carry weapons. The reliance on coalition airlift for both pers and cargo adds a great deal of inconvenience and causes impact on ops due to delays and the lower priority placed on pers.</p>
Risk Part 2 – Operational Environment		
Factors	<p>Description</p> <p>PMed Tech reports are a useful addition here, as are air quality reports from known agencies. DHHAT inspection/report still needs to be done. Air quality and pollutants are typical of mid-eastern countries where there are little environmental protection standards. The local population burn their garbage, which pollutes the air. World Health Organization lists the pollution index for Erbil at 99.71 compared to 41.57 in Toronto. Air pollution was listed at 91.67 in and 36.36 for Toronto. Because generators need to be used, there is a constant exposure to background noise. Helicopters fly at all times of the day over the camp which increases the general noise level. Three types of venomous snakes are found in as well as numerous types of scorpions and spiders. Anti-venom is carried at medical facilities throughout the region and on camp. "Overall, Iraq is heavily contaminated with landmines, unexploded ordnance (UXO) and abandoned ordnance (AXO)." "The Iraqi Kurdistan Region was exposed to cluster munitions, which may pose a hazard, and explosive devices and AXO/caches can be found throughout the country." Two UXOs (60 mm Mortor rounds) were found by the local contractors while working on a culvert on camp. The team responded.</p>	<p>Effect on Deployed Contingent</p> <p>There has been some pers with reactive airway disease who needed to increase their baseline meds in order to help with breathing and prevent an acute exacerbation. Chronic exposure to loud noise may lead to sensorineural hearing loss and/or tinnitus. Constant flying of helicopters during the night makes sleeping very difficult. The chronic recurrent night awakening may lead to increase fatigue and a decrease in alertness. Construction on camp and the base can disturb animals natural habitat and increase sitings/encounters. Pers must practice standard force health protection measures to avoid insect bites and contact with snakes and scorpions. Pers need to be aware of their surroundings and avoid areas that have been mined, or areas that are at threat for IEDs.</p>

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<p>Health and Hygiene</p> <p>There are adequate ablution facilities and handwashing stations. Permanent ablution facilities are currently being repaired, increasing use of temporary facilities. Water is supplied by a local provider, brought in by trucks and stored in large tanks. It is considered non-potable. The DHAAT assessment is scheduled in the coming weeks; however, the water shows no signs of color and is odourless. No issues, hot and cold water is readily available. Food is provided by a contractor, hired by the [redacted]. All coalition forces eat at a common location that is regularly monitored by [redacted] pers and inspected periodically by [redacted]. Due to living in close quarters and eating in common facilities, some illnesses can spread quickly. The most likely method of transmission would be airborne like the common cold. Food borne illness risk is minimized by the PMed Inspection. There are a number of sanitary measures in place but very little quality control at the moment. No PMed specialist on camp and [redacted] specialist only comes on a monthly basis or for specific issues. CAF PMed will arrive soon as part of Role 2 and will also perform camp PMed duties. There have been a small number of gastroenteritis and upper respiratory tract infections. There is point of injury, tactical, and strategic med air-evac in theatre. All med evac is controlled by the Patient Evacuation Coordination Cell (PECC) located in Union III, Baghdad. Point of injury and tactical evac is requested by 9 liner with patient movement and destination controlled by the PECC. Strategic air-evac is possible directly to [redacted] this is controlled by the PECC and validated by the Patient Movement Requirement Centre (PMRC). Both tactical and strategic air-evac are dependant of numerous factors including weather, diplomatic clearance, and type of aircraft which is also dependant on the priority and level of care required for the patient and landing space. There is a Cdn Role 1 consisting of a GDMO/Flight Surgeon and a QL5 Med Tech. The facility can accomplish Advance Cardiac Life Support and Advance Trauma Life Support as well as primary care for pers that have been screened fit for deployment. Other Coalition Nations have Role 1 facilities that are similar to the Cdn Role 1. There is a [redacted] composed of General and Orthopedic surgeons with a primary focus of damage control surgery. Holding capability is 24hrs or less. Some Coalition nations bring specialist but these vary depending on nations and typically they do not deploy for very long. A Cdn Role 2 with more robust resources is currently conducting handover with the [redacted] and they will have enhanced capability including damage control surgery, internal medicine, four bed ICU, four bed ward with some holding, lab, diagnostic imaging, forward med equipment depot and dental.</p>	<p>Rely on Host Nation water resupply for water. Pers hygiene could be affected if the local contractor cannot provide the service. Need to use water bottles for teeth washing. Local HN resources are limited and the quality control of their products cannot be verified. Lack of regular PMed inspections may increase risk of food-borne illness which will lower once CAF PMed assets permanently on ground. If there is an increased number of pers on Camp that experience illness at the same time, ops could be affected. Any communicable disease can be spread rapidly. There was a significant sudden increase in gastrointestinal symptoms that lasted only a couple of days each. In some cases, coordination of an evacuation can lead to some delays.</p>
<p>Physical Geography and Effects</p> <p>(S- Obscuring phenomena such as dust and ash can cause loss of references while flying (known as "dust balls"). This has a disorientating effect for the pilot and in severe dust ball conditions it can put the safety of the aircraft and the lives of all those onboard at risk. During most missions, multiple aircrafts are required to land within close proximity of each other which exacerbates the effect significantly. Aircrew leave the base for missions, and sometimes remain in Baghdad until the next portion of their mission. Some members travel in town to purchase equipment. (S- Iraq is a desert climate with much higher temperatures than Canada. Aircrew are at a higher risk for fatigue and dehydration. There is also increased density altitude in Iraq. (S- In Iraq, there is far more obscuring phenomenon, such as ash, burnt hay, dust and sand in the air than in Canada. Airborne dust also increases mechanical wear on aircraft, with particles of dust getting inside electronics, it often causes switches and buttons to stick or malfunction during flight. During urban flying, there are numerous unmarked and unlit obstacles; this follows from safety standards that are not up to Western standards.</p>	<p>In order to mitigate this risk, a larger spacing either in distance between aircrafts or a landing in sequence with time allotted for the dust to settle between each is often used. This increases opportunity for potential enemy actions and increases the time on the landing zone as well as increasing the targetable area for the enemy, which is one of the most dangerous portions of the mission for helicopters. Both high heat and density altitude decrease aircraft performance, lowering transit speed and useful load capability. This lack of performance increases risk to air crew during missions through longer mission times and narrower power margins. There is far less terrain contrast in this theatre of operation given the desert climate and it is difficult for pilots to discern obstacles such as power lines and poles before arriving at short distances. Persistent dusty haze obscures the horizon and can lead to terrain illusions.</p>

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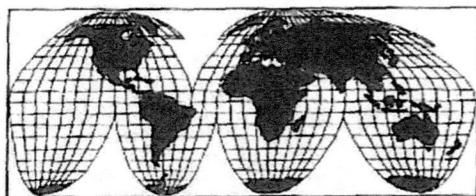
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HARDSHIP LEVEL SUBMISSION FORM



Canadian Training Assessment Team - Lebanon
CONTINGENT / TASK FORCE / UNIT

Op IMPACT
OPERATION NAME

LOCATION

October 2016 - October 2017
PERIOD



Prepared by:

Name / Rank / Appointment
(with signature)

November 2016
Date

Reviewed by:

7 November 2016
Date

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Hardship Part 1 – Duty Circumstances		
Factor	Description	Effect on Deployed Contingent
Force Protection Levels and Alert State	<p>The direct threat to CTAT- is assessed as MEDIUM. The collateral threat is HIGH, with Violent Extremist Organizations (VEOs), including AQ-affiliates and Daesh having the intention to conduct attacks against and Western interests and possessing the capability to do so. The threat in the Red Zone is much higher. The Red Zone encompasses areas within the km of the Syrian border and North including the city of CTAT- pers are required at times to operate within the Red Zone in order to facilitate Building Partner Capacity projects. To keep a low profile, CTAT- Within Green Zone, PPE is held in accommodations. Any movement within Yellow, Orange, or Red Zones ballistic eye protection worn with PPE must be immed available. Wearing of helmet and flak vest with ballistic plates or having it immediately available is situation dependant. All movements either on foot or by vehicle in all zones is done in pairs with redundant comms. Movement by vehicle in Green Zone can be one vehicle (SUV) with notification to JTF-I. Movement in all other zones requires two vehicles with Armed Escort and requires an approved movement plan from JTF-I.</p>	<p>Inherent stress due to the constant vigilance while operating throughout especially in Red Zone. Risks in Red Zone are elevated compared that of the rest of Recent attacks in Red Zone include in June 2016 a series of suicide attacks within the town of resulting in the death of 6 civilians and 13 wounded. North has been the site of frequent attacks targeting the with the most recent incident being a small arms attack against the CTAT plans to conduct multiple visits to these areas during project assessments. inherent stresses and risks associated with lack of ability to PPE worn or immed avail while operating in all zones except Green Zone. Movement controls are required to ensure safety of team. Increased stress and frustration result from the additional time required to prep move plans and meetings. Meetings need to be planned in advance to coord travel and allow time to process for approval. There is no individual freedom of movement.</p>
Daily Routine	<p>Daily work is conducted between 0730 to 2000 hrs local. Meetings with HN, Coalition forces and the Embassy, require commuting in heavy traffic. A daily coordination meeting is done at 1730 hrs to review the past 24 hrs and next 24 hrs followed by the drafting and submission of the daily SITREP to JTF-I HQ. In the work week runs from Mon to Fri with some workplaces and schools open on Sat. CTAT- Team coordinates meetings with during this period and most pers continue working throughout the weekend. On days when there are no meetings the team works on project files. On Sat, key staff (5/7) prepare weekly reports and staff work. Sun is focused on planning future meetings, moves and project requirements. Pers admin time is taken on Sun when time permits. All CTAT- pers are entitled to, and will take special mission leave. During down time, leisure activities are encouraged, all members are encouraged to go to the gym daily when time permits.</p>	<p>Establishing a work routine can be difficult as the schedule is dependant upon the availability of Coalition and HN officials. Meetings can be delayed or run longer than expected resulting in longer workdays and meetings booked around heavy traffic periods often result in an additional one to two hours in commuting. A late return extends the work day for all team members as daily coord meetings cannot commence until all team members are back from the day's activities. At this time there has been limited movement outside of the city of Additionally, due to the time difference between Ottawa and members often required to work late in the evening when responding to Ottawa. Although relaxation time is encouraged, general fatigue sets in due to continual six day work weeks. Sunday is taken as a rest day for some members but it is also a day for chores and resupply.</p>
Conditions and Equipment for Op Tasks	<p>The working conditions in are adequate. Team is currently living in and working from a hotel. There is no common work area so pers live and work from their individual rooms. Currently lack a Secret Printer, cell phones for all team members and There are some comms connectivity issues; the hotel has limited Wi-Fi internet and there are several power outages daily. CSNI and DWAN are functioning but there are minor account issues at this time. CTAT- is essentially self-sufficient, with a budget to acquire most supplies. Finding supplies is difficult as there is limited to no websites for local stores and pers are forced to spend the better part of a day searching for items. Ex. J4 had to go to five different office supply stores to purchase basic PP&S supplies; even the same company stores do not carry the same supplies. Outstanding issues are requested comms gear which has not arrived due to a change in the policy for shipping level 3 equipment, additional cell phones, and the contracting of which is too great a financial cost to be done through the Comd JTF-I DOA.</p>	<p>Inconvenience as some comms equipment has not arrived in theatre and other systems are still not functioning properly. e.g. The printer can only be connected via USB. This causes some frustration. contracts / purchases still have not been rectified, meaning that movement in Red and Orange zone are which currently limits travel to the border outposts in the Red Zone; inherent stress and personal PPE. Track24 has been unreliable for tracking pers movement in the city due to the high rise buildings. Cell and Iridium phones are used to mitigate this issue. Resupply of CIS equipment must come from North America which has caused issues / delays due to delivery method. Ex Iridium phones are pending delivery and must be hand carried into theatre.</p>
Foreign Contingents	<p>Limited language barriers as most foreign contingents speak English, if not they speak French. CTAT- team work with contractors and UN staff members.</p>	No Issues.
Local Forces / Police	<p>are a very competent and professional military in comparison to others in the region. Although Arabic is the official language, many officers speak English and French to some degree. There is limited impact on communications between CTAT- and however, some nuances do get lost in translation and it is difficult to relay more complex ideas with respect to project proposals. The have displayed the upmost respect and loyalty to the CTAT mission, however delays in team project proposals may cause this to change in the future. The local pace of work is much slower than that of Western Society and it is difficult to often move forward with projects as decisions, requests for information, and other actions can take weeks before a return is received or the necessary actions are completed.</p>	<p>It is difficult to convey more complex ideas to the due to the level of English proficiency and at times a translator assists. This causes meetings to take longer than would normally be required. It is often difficult to get things done correctly the first time when asking officials for things such as letters of auth. Often we are required to meet with several officials separately to explain the team goals/proposals to each individual. Rapport with the is good, however cultural differences make actioning of various tasks sometimes difficult as anything required from with respect to decisions, answers to RFIs, or direction can often take days to weeks for a return. This can hinder progress of project proposals and cause frustrations as team is trying to move within timelines set back in Ottawa. Movement of military equipment into the country have proven difficult with customs not allowing equipment forward and only returned when pers are leaving the country (Sat phones, ballistic plates, etc) unless assisted by the Embassy.</p>

Hardship Part 2 – Sustainment and Leisure

Factor	Description	Effect on Deployed Contingent
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Sleep Comfort and Privacy	Currently live in a hotel. All pers have their own room. Note that this may change once the team moves into a rental property, which may cause 2 or more pers to share a room. Hotel is located within the heart of the city and there is an immense amount of traffic throughout the day. The World Health Organization states that in some areas of the greater area, noise levels, on average, exceed 75 dB(A), whereas the standard level is 72 dB(A).	Minor irritations due to non-Western standards of construction and services. Acc'n is wired with many different styles of electrical plugs requiring different adaptors. There are regular power outages, normally only lasts 30-60 seconds as the hotel has a back up generator; however CSNI has to reboot each time and team has to reconnect to the server. Working / living in the same space can make it difficult to relax and break from work. Noise levels from street traffic have affected sleep/rest, some pers have mitigated this by sleeping with ear plugs.
Washrooms/Ablution Facilities	Currently everyone has their own bathroom; however, this will change in the coming weeks once the team moves into a rental property and pers will most likely share bathrooms/showers. Locally plumbed water is non potable. Drinking/brushing of teeth can be done with tap water but bottled water is recommend.	Currently live within a standard hotel room, no issues with washrooms/ablutions.
Food Supply And Prep	Currently living in a hotel, CTAT pers are only able to eat meals on the economy at restaurants as there are no cooking facilities available in the hotel. A variety of produce is available at most supermarkets however items of Western preference are limited.	Inconvenient as CTAT pers are forced to eat at local restaurants which consumes a greater period of time. Service is much slower than expected in Western countries, spending on average 60 to 90 mins at each meal. Cost of eating on the economy is comparable with Canada. Inconvenience of having to use bottled water for all drinking. Although the hotel provides bottled water, when eating out members must ensure all their ice/water is from a bottle.
Drinking Water	Local water is non potable and bottled water is used for all requirements. Almost all team mbrs have experienced intestinal illness and are now being very vigilant in this regard.	Inconvenience of having to use bottled water for all drinking. Water at restaurants is of good quality but must be requested and paid for. Team J4 is currently sourcing a reputable bottle water supplier to provide water without members expending their own funds.
Personal Comms	Internet is available for personal emails, social media and video calls home. There are no welfare phones however work phones are available for emergencies such as a SAT phone and the CTAT Tm Leads	Strict restrictions on personal use of internet, for example banking, as comms are not secure. Internet within the hotel is very limited and reduces the quality of personal video calls.
Personal Liberty	CTAT Lead's policy is that all pers must move in pairs, even during non-operational hours and there is no movement outside of the hotel from 2200 to 0700 daily. Movement outside of the city of at night is not authorized without permission from JTF-I. CTAT pers are not authorized to consume alcohol while in theatre.	Movement restrictions require team to travel in pairs and plan all movement for force protection. This includes walking within the local area surrounding the hotel. Working/living together for an extended period of time with no individual freedom of movement may increase stress levels. All vehicle movement requires notifications sent to JTF-I for Green Zone movement-and deliberate movement plans for all other areas. This requires additional time to plan and coordinate. Differences in drinking policies between Embassy/Attaché pers and previous CAF ops in causes frustration and decreases morale.
Morale, Welfare and Rec	There is a fitness facility available at the hotel, however it is extremely limited. CTAT pers have purchased their own gym membership from a local gym to accommodate their fitness requirements. There is currently no common/social area. There are no PSP items at this time, pending move to rental accommodation.	CTAT pers must go in pairs to work out at the local gym. CTAT pers are using their own funds to maintain their individual fitness.
Postal Services	No postal service exists for the CTAT Team. Currently working options through the embassy, this will require a contract due to the cost that the Embassy incurs, they are charged by the pound, currently working on the details to put this in place.	Inconvenience and morale issue as there is currently no means in place for members of CTAT to receive personal mail from family members.
Retail & Service Facilities	CTAT has access to malls and individual stores within however, the products and/or services are slightly more expensive than Canada. Within there is little to no online shopping or browsing/search capabilities to review availability/location of stores.	Minor inconvenience as shopping can take a lot longer due to not knowing where to find supplies and having to travel a far distance in dense traffic to find retail stores with comparable costs or selection to Canada.

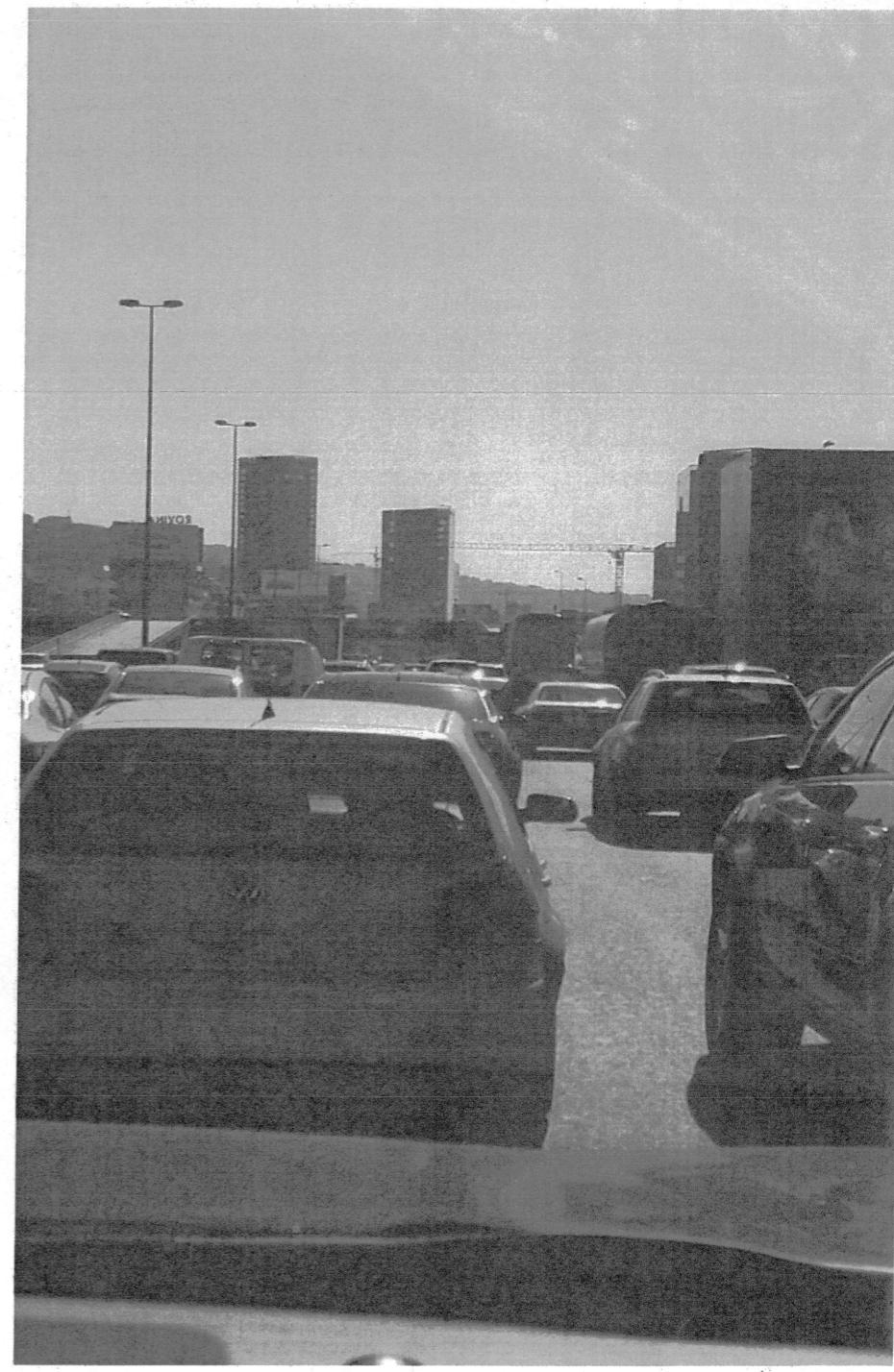
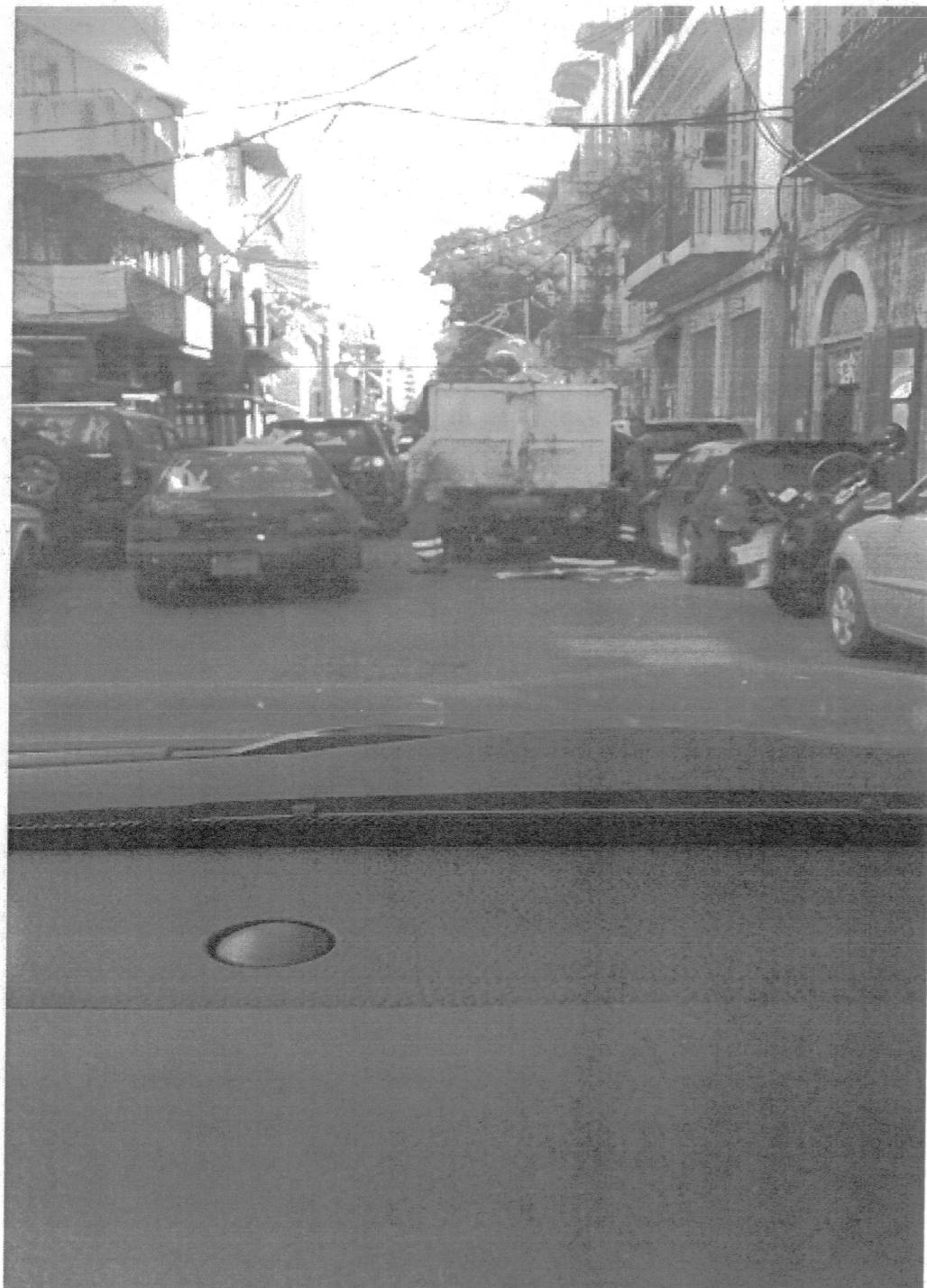
Hardship Part 3 – Operating Environment

Factor	Description	Effect on Deployed Contingent
Standard of Health Services	There are no CAF integral medical support and CTAT personnel are to use one of the recommended medical/dental facilities. The Canadian Embassy also has a list of recommended host nation healthcare facilities. Host nation facilities in are comparable to Western standards. Many pharmacies exist and are reasonably priced, however CTAT pers must go to a local hospital for a prescription prior to purchasing medications.	Currently no negative effect as Healthcare and Dental services have not been accessed at this time. It could potentially be an issue as one pers with a Credit Card or cash payment must be present at the medical centre for the patient. If the Corporate credit card holder is unavailable, pers will have to pay out of pocket which will cause unwanted stress on the individual. To date pers have purchased meds on their own as going to a hospital to get a prescription for basic over the counter drugs for things such as allergies, is not practical.

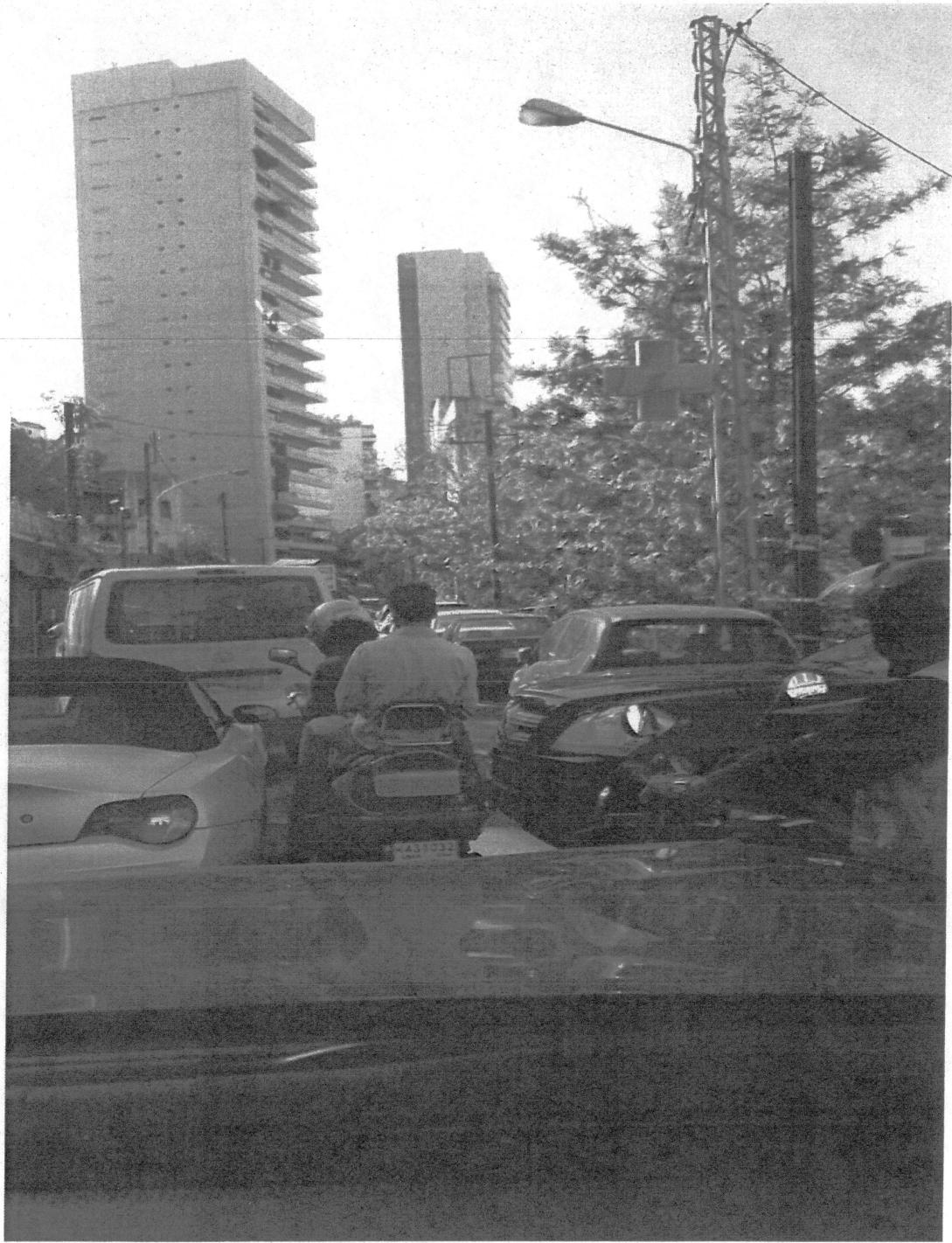
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Local Climate	<p>Long, hot and dry summers and cool, rainy winters. Temperatures may reach 38C in summer and 11C in winter months. Min to no rainfall from Mar - Oct. is densely populated with over which occupies has significant volumes of traffic and little to no regard for driving rules, resulting in long commutes and high vehicle accident rates. No accidents involving CTAT- pers at this time but many close calls and accidents witnessed almost daily. Lower pollution control standards lead to air pollution that may contribute to long term respiratory health effects for members. Currently there is a garbage issue in and the team are exposed to large garbage piles on a daily basis, there is no current solution to this issue. Large amount of potholes, poor road surface and concrete/metal barriers in unexpected locations are hazardous while commuting.</p>	<p>Dense population and inattentive driving practises results in numerous traffic accidents and significant traffic delays. CTAT- pers are often stuck in traffic for one to two hours a day which increases tension and fatigue from having to remain vigilant of surroundings. The garbage issue has affected the entire city, the odour is offensive and is both a health risk and driving hazard, with garbage either spread throughout the street or left in dump truck size piles.</p>
Exposure To Death / Use of Deadly Force	<p>At this time, team has not witnessed any death or use of deadly force. we rely on our ability to communicate via cell phones (Texting) and SOPs that we have generated for our safety, movement and tracking.</p>	<p>Currently no negative effects as Team has not witnessed or been involved in any incidents. There are risks involved in working within the various zones in Lebanon. Team will be travelling in the various zones approx 10 days/month.</p>
Human Suffering, Misery and Inhumanity Exposure	<p>The team has been exposed to a significant amount of poverty due to the large influx of Syrian refugees, as their hotel is currently being used for a screening location for refugees. Although they have not visually witnessed the large Internationally Displaced Persons (IDP) camps on the Syrian border, poverty is often seen within where there are several areas that house impoverished locals and refugees. These areas are avoided for security reasons; however, on the street in front of the hotel, members are constantly asked for assistance by homeless people including pre-school aged children.</p>	<p>Currently no issues have arisen from sightings; however, constant exposure to impoverished pers and refugees can cause emotional stress. Medical, spiritual assistance, if required, would have to be requested from CAF personnel in Kuwait and services provided via phone or TAV.</p>
Social Isolation	<p>CTAT- Team currently comprised members living in a hotel. With the current accommodation, members are forced to use their bedrooms as their workspace. Two team members interact on a weekly basis with the Embassy staff, and remaining members socialize within the confines of the team.</p>	<p>Inconvenience and morale issue over the inability for team members to receive morale and personal mail from Canada.</p>
Local Language & Culture	<p>English spoken during mission ops and interaction with Most Officers speak English and French, however some meanings do get lost in translation when discussing detailed aspects of project proposals. Culture is drastically different than that of Canada, however the CTAT- team has no issues working with the local population.</p>	<p>Depending on the level of English proficiency, sometimes it is difficult to convey more complex ideas to officials and meetings can take longer than would normally be required. Also it is often difficult to get things done correctly the first time as many different senior ranking officials must be met with prior to reaching a conclusion. Cultural differences translate into differing work ethics and sometimes differing levels of understanding of importance in the completion of tasks: anything required from officials with respect to decisions, answers to RFIs, or direction can often take days to weeks for a return. Can hinder progress of project proposals and cause frustrations as team is trying to move within timelines by Ottawa.</p>
Local Population	<p>CTAT- team interacts with local population daily. Both military and civilian interaction very friendly with no issues. Currently no reliance on locals for sustainment as most supplies are purchased on the economy.</p>	<p>Currently no issues.</p>



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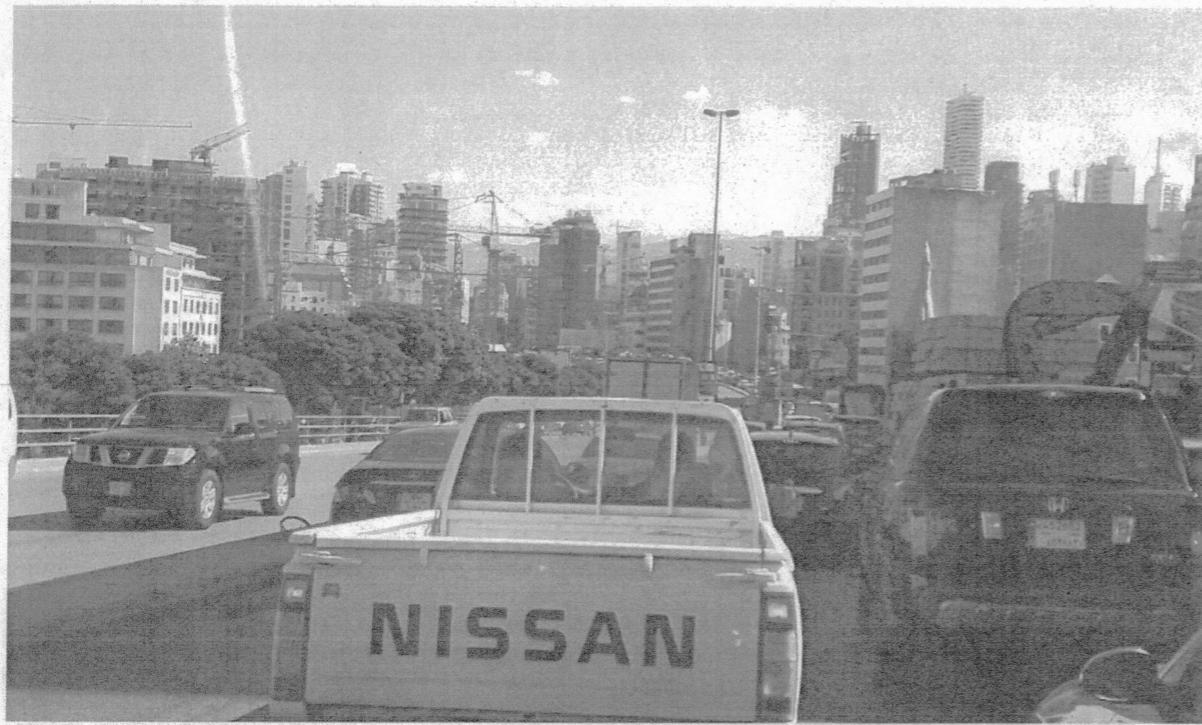


Traffic merges from all directions



Motorcycles commonly weave
through traffic

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Garbage blocks sidewalks

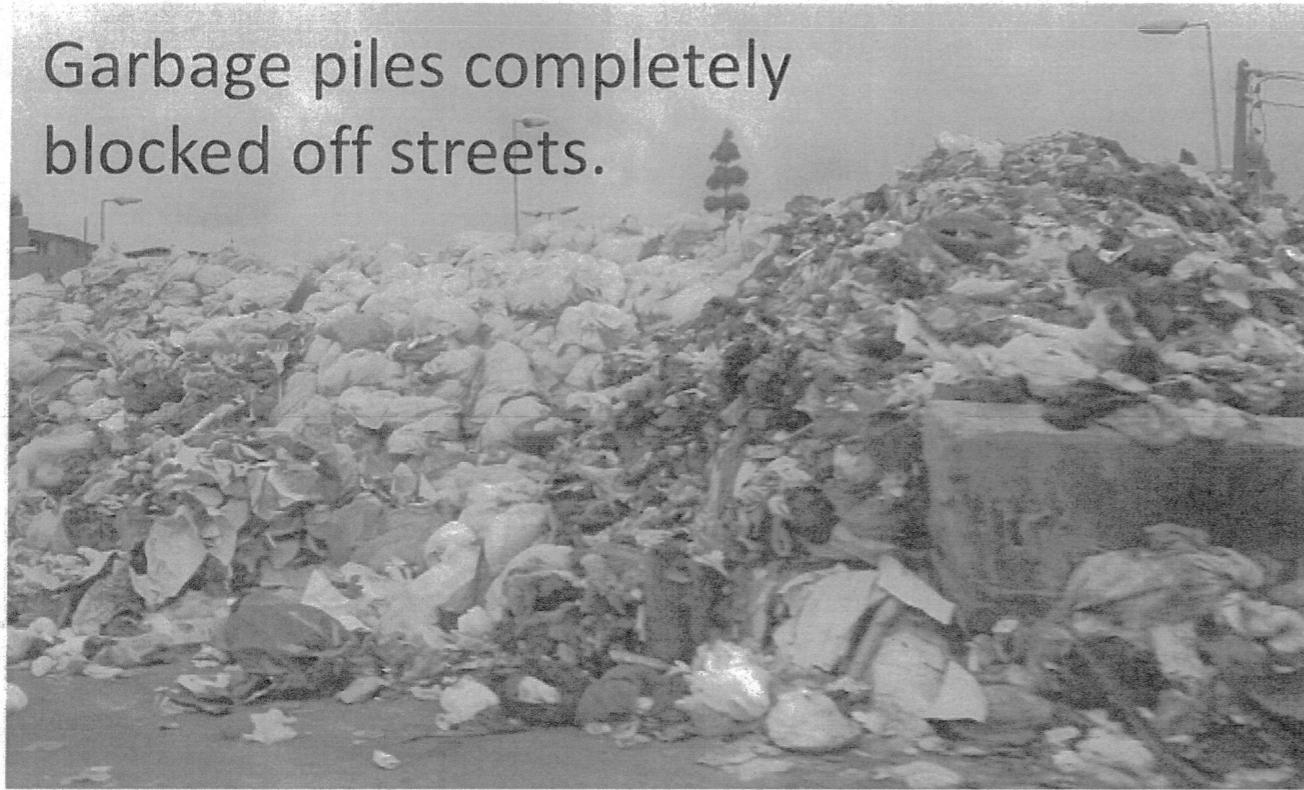


Broken down vehicles left in the street

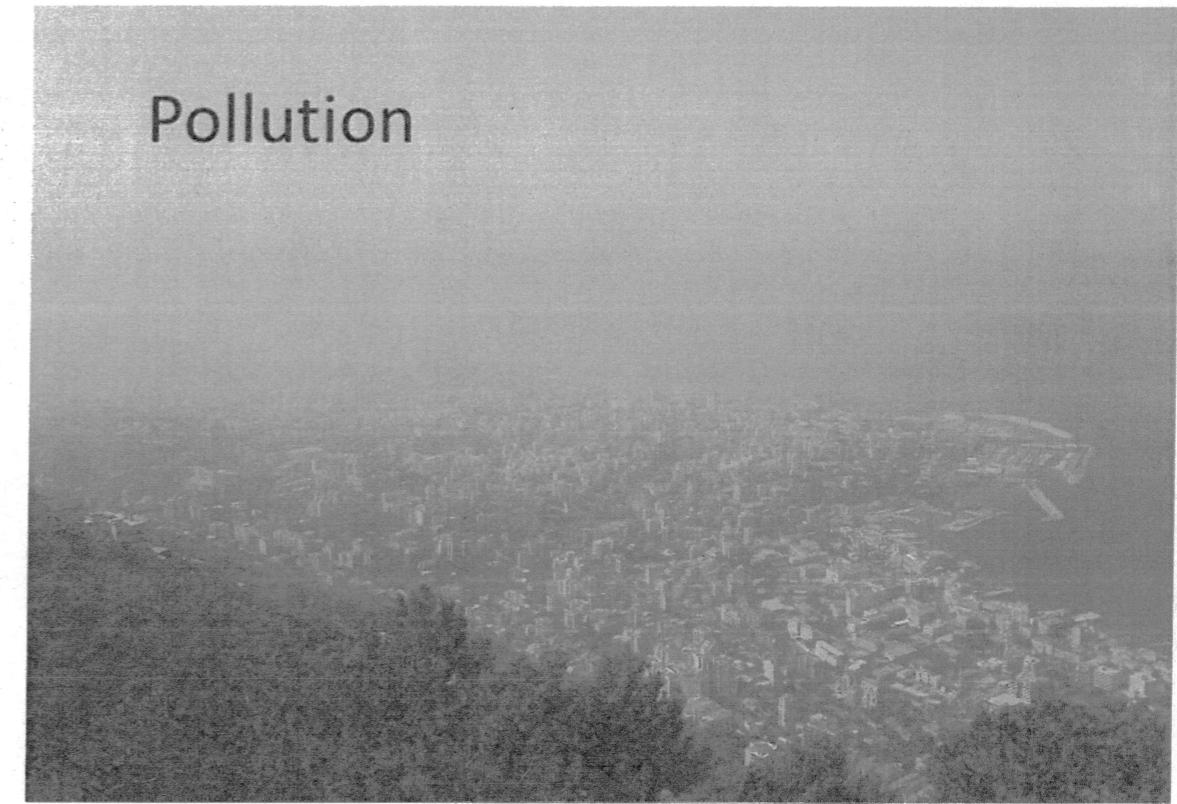


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Garbage piles completely blocked off streets.



Pollution



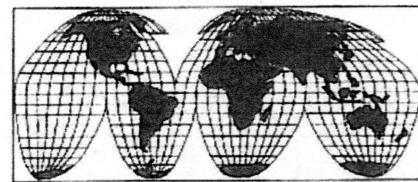
Very offensive smell.

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SECRET CAN EYES ONLY

Departmental Hardship and Risk Committee



**RISK LEVEL
SUBMISSION FORM**

Canadian Training Assessment Team
CONTINGENT / TASK FORCE / UNIT

Op IMPACT
OPERATION NAME

LOCATION

September 2016 - September 2017
PERIOD



Prepared by: _____

Name / Rank / Appointment
(with signature)

November 2016
Date

Reviewed by: _____

7 November 2016
Date

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Departmental Hardship and Risk Committee

Risk Part 1 – Kinetic Activities		
Factors	Description	Effect on Deployed Contingent
Threat Posed by Hostile Forces	<p>Throughout Violent Extremist Organizations (VEOs), including AQ-affiliates and Daesh have the intent to conduct attacks against Lebanese and Western interests, and possess the capability to do so. The threat in the Red Zone is not only from VEOs, but also criminal elements that are conducting smuggling activities and wish to defend their interest. Red Zone encompasses areas and CTAT pers are required at times to operate within the Red-Zone in order to facilitate Building Partner Capacity (BPC) projects along the border with Syria.</p> <p>Targeting: At this time, no physical attacks against CTAT Team have occurred, however CTAT has been focused on conducting meetings within the Green Zone surrounding</p> <p>Probability: Currently the overall threat for s assessed as MEDIUM, however exposure within the Red-Zone presents increased risks.</p>	<p>Hostile Forces: CTAT must remain vigilant at all times. Movement in pairs with redundant comms is a must whether on foot or in vehicles. CTAT is subject to stress due to the requirement to be extra vigilant in Red Zone as team members are not equipped with weapons to defend themselves and must constantly note potential escape routes. Targeting: Pers make a concerted effort not to bring attention to themselves; however, due to the obvious physical differences with the local population, team members are easily identifiable as foreigners while working in civilians have easily identified CTAT pers as belonging to a Western military on multiple occasions. In the Red Zone, the team tries to remain mobile to reduce the probability of being targeted. Mission requirements to coord BPC projects sometimes requires elements of CTAT to remain static for periods of time which can create stress due to the heightened potential for attack. Probability: The probability of a sectarian or targeted attack is higher in the Red Zone, and pers are exposed to the inherent risks and stress associated with that environment.</p>
Civil Instability	<p>has been without a president since May 2014, leading to some public service issues; for example the government has been unable to resolve the garbage crisis within the country. Protests organized by political and labour groups prompted by perceived corruption and the government's inability to resolve the garbage crisis occur on an almost daily basis. Most protests have been peaceful in nature and result in moderate to severe traffic disruption in the affected areas. Overall civilian crime is low with higher rates in areas which house refugees. Poverty is widespread and team members exercise a high degree of vigilance to avoid becoming victims of street crime when traveling on foot. Kidnapping have occurred in the border areas with Syria and</p> <p>Kidnapping typically involve residents although foreign residents have been held for ransom (Government of Canada Travel Advisory). CTAT members will be required to travel to these areas to facilitate BPC projects. Team wears civilian clothing at all times in order to maintain a low profile. Traffic congestion and aggressive driving are serious problems throughout the country (Cdn Travel Advisory). Locals often drive erratically and frequently disregard traffic signals. Many roads are inadequately maintained by western standards and signage is either absent or of poor quality. Pers are exposed to Moderate to High risks during daily travel due to local traffic. No accidents involving CTAT pers have occurred at this time but many close calls and accidents are witnessed on a daily basis.</p>	<p>Under CTAT Lead's direction, team members are restricted to movement in safe areas near the hotel or liaison meeting locations. Daily routine is difficult at times if required to attend meetings or conduct activities around and in general. Pers are required to travel in pairs when walking and are only allowed to frequent nearby public areas when conducting real life support activities. Pers avoid area/situations where there may be police arrests (i.e. protests and demonstrations) to avoid unintended detention. Can hamper daily movement and routine. Movement within the Red Zone near the Syrian border is conducted</p> <p>To maintain a low profile, members do not wear uniforms. Daily driving is very stressful and hazardous. Motorists are careless, over-aggressive, and inattentive. Use of cellphones while driving is commonplace as is driver agitation, frustration and deliberate obstruction. Team members witness accidents and close calls almost daily. Nighttime driving is not recommended. CTAT Lead has not auth driving outside of at night, but sometimes, due to late meetings members do need to drive within the city at night which adds to stress levels. Canada does not have a Technical Agreement (TA) with the that would give CTAT members a degree of diplomatic protections. There is an uncertainty as to how CTAT pers will be dealt with by civil authorities should a member be detained after a vehicle accident or other such situation. This adds a degree of stress.</p>
Other Contingents and / or National Forces	<p>CTAT interacts with various HQ elements of the on a daily basis. are very professional compared to other Middle Eastern militaries, however they are not on par with Western Militaries. Senior officials often require considerable amounts of time to make decisions, which can cause delay to mission project progress. Meeting with officials regularly is an essential component of the CTAT mission. Meeting with counterparts are conducted as required, however meetings tend to focus on international cooperation and avoiding duplicated effort. CTAT does rely on for security in the Red Zone. CTAT is exposed to the risk of collateral damage through interacting with the throughout as security forces are assessed to be the primary target of VEOs and Westerners can be targeted by VEOs and criminal elements. Any attack against the can result in collateral damage, especially given the many tasks where CTAT may require escort from the security forces.</p>	<p>Working alongside brings with it inherent risks of engagements between the and VEOs or criminal elements, especially when conducting operations within the Red Zones. If the is engaged, there is the potential for collateral damage as CTAT inherent stresses and risks associated with</p>

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 Departmental Hardship and Risk Committee

Risk Part 2 – Operational Environment		
Factors	Description	Effect on Deployed Contingent
Geospatial	<p>Pollution: World Health Organization (WHO) rates the air pollution level in as HIGH. It is unknown as to whether there are toxins within the environment and to what levels they exist. Animals/Plants: Three types of venomous snakes are found in as well as numerous types of scorpions. Encounters are rare and only likely to happen while operating in desert near border when pers are further away from hospital or med support. Hospitals in likely carry antivenom. UXO/ERW: Have not encountered any during tour.</p>	<p>All members of Team are on alert for venomous animals and UXO/ERWs while operating in non urban areas. The Team will be visiting various outposts/observation towers/Border Guard Units in desert and mountainous areas hospitable to indigenous venomous animals and where UXO/ERWs may be located. Pollution: There are unknown effects due to levels of pollution, however WHO rates Air Pollution Level as extreme at 51.3 ppm compared to Canada's 7.3 ppm.</p>
Health and Hygiene	<p>Hygiene: No issues, facilities at the hotel are very good. Ability to Wash: Use of hotel room shower. All members of team have experienced diarrhea in varying degrees during initial weeks in theatre. Symptoms are mild and last only for short duration. Centres for Disease Control and Prevention (CDC) list cholera, hepatitis A and B, typhoid and dengue fever, and various insect born and parasitic diseases present in They also list the most common medical concern in as motor vehicle trauma. The current garbage crisis (strike) has led to piles of garbage on city streets, with an associated odour. Potential health hazards of this are unknown. Limited medical evacuation services exist within CTAT Team has access to Aeromedevac Puma helicopters located at by phoning the SF mentor pers there. CTAT Team has access to local civilian medical and dental services - there are two such approved within that meet Cdn Standards. Payment must be made upon request of services. CTAT Team has not required any medical or dental services.</p>	<p>Team members have had only minor sickness due to travelling to a foreign nation. One member suffered from food poisoning but no member has required any form of medical treatment at this time. CTAT pers do not have the capability to cook their own meals at this time and rely fully on the local economy. Bottled water is used for drinking and brushing teeth. No member at this time has contracted any of the affluent diseases present in however the greatest risk to health outside of attacks from VEOs is trauma due to vehicle accidents. The Team has not yet been involved in a vehicle accident, however several close calls and accidents have been witnessed almost daily. Regarding actual observed effects of the local environment one member has experienced very strong allergic reactions for a 24-hour period every 2nd week, roughly coinciding with the weekly build up of trash on the streets.</p>
Physical Geography and Effects	<p>has a very dense urban terrain. During travel to various outposts and bases the terrain can be very hilly with limited to no railings on steep mountainside roads. Roadways and bridges are in poor condition and present restrictions due to large amounts of traffic and road engineering that is not as safe as in North America or Europe. The CTAT Team travel daily for various meetings, coordination with local officials, and for replenishment of supplies. Travel Monday - Friday between 0800-1100hrs and 1300-2000hrs local is hampered by dense rush-hour traffic. Although climate is hot and drier than that of Canada, there are no major extremes that hinder mission performance at this time.</p>	<p>Daily travel is stressful due to the volume of traffic on roads and dangers of the local conditions. Peak traffic times hamper movement and team members often need to leave with an hour to spare in order to ensure meeting times are met. Returning to accommodations at the end of the day can sometimes take two to three times as long as the outgoing trip due to rush-hour. Effect on members is fatigue due to lengthened days and extended periods in vehicles. When travelling outside of CTAT- pers must remain vigilant as the road quality lessens including lack of proper railings and signage to advise on upcoming points of concern.</p>

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is withheld pursuant to section
est retenue en vertu de l'article

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of the Access to Information Act
de la Loi sur l'accès à l'information

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Threat Factor	Direct Threat	Collateral Hazard
Military and Security Forces	NO RECOGNIZED THREAT	NO RECOGNIZED THREAT
Paramilitary/Insurgent Forces	SEVERE	LOW
Terrorist/Extremist Entities	MEDIUM	HIGH
Espionage	HIGH	HIGH
Sabotage	NO RECOGNIZED THREAT	NO RECOGNIZED THREAT
Subversion	NO RECOGNIZED THREAT	NO RECOGNIZED HAZARD
Government/Civil	LOW	MEDIUM
Crime	MEDIUM	HIGH
Cyber – Unclassified Networks	SEVERE	SEVERE
Cyber – Classified Networks	NO RECOGNIZED THREAT	NO RECOGNIZED HAZARD
CBRN	NO RECOGNIZED THREAT	NO RECOGNIZED HAZARD

Air Threat Factor	0- 1,000 ft	1,000- 5,000 ft	5,000- 15,000 ft	15,000- 25,000 ft	25,000- 45,000 ft
Overall Threat to Aircraft:				LOW	
Air-to-Air Threat:				LOW	
Surface-to-Air Missile Threat:				LOW	
AAA Threat:		LOW			NRT
MANPADS Threat:		LOW		NEG	NRT
SA/LW Threat ¹ :	LOW		NEG		NRT

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Table 1: Air Threat to RCAF aircraft operating in

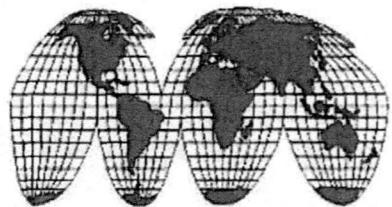
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Risk to mission	Probability	Impact	Risk Level
Inability to deliver substantive capacity building effects as a result of ineffective engagement with HN (credibility with HN, Allies, GC)	Possible/Occasional	Critical	High
Loss of credibility/enabling relationship with HN as a result of CAF activities and actions being non compliant with HN policies, laws, intent (CAF arrests, HN disruption/arrest of CAF Operations...)	Possible/Occasional	Critical	High
Loss of CAF credibility with HN, GC, Allies as a result of perceived or real associations to hostile elements or criminal elements or listed elements	Seldom	Critical	Moderate
Risk to Force	Probability	Impact	Risk Level
Degradation in operational capability as a result of criminal and HoIs and hostile organisations' activity targeting CAF personnel, information (and systems) and installation.	Seldom	Marginal	
Loss of life or serious threat to life (kidnapping) as a result of criminal activity. CAF members are unlikely targeted	Unlikely	Critical	
Loss of life as a result of small scale attack (indirect, insider or direct attack) by hostile elements (ISIL, others)	Seldom	Critical	Moderate
Loss of life as a result of large scale complex attack against HN critical infra and or key terrain (tourism areas).	Seldom	Catastrophic	High
Reduced operational capability as a result of friction with refugee population	Seldom	Marginal	

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HARDSHIP SUBMISSION FORM

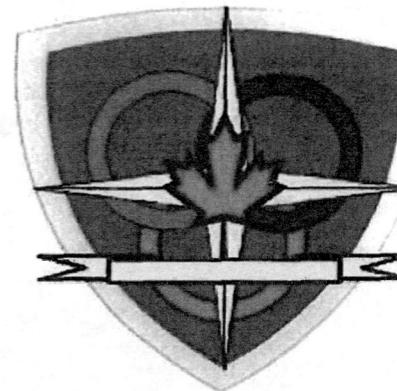


Joint Task force Iraq (JTF-I)
CONTINGENT / TASK FORCE / UNIT

Op IMPACT
OPERATION NAME

LOCATION

Rotation 3-4
PERIOD



Prepared _____
by: _____ Name / Rank / Appointment
(with signature) _____ Date *4 Dec 16*

Reviewed _____
by: _____ Date *4 Dec 16*

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Hardship Part 1 – Duty Circumstances

Factor	Description	Effect on Deployed Contingent
Force Protection Levels and Alert State	<p>Hostile Forces: The threat is a critical factor which impacts the daily lives and working conditions of all Coalition Forces/JTF- personnel. DAESH is assessed to be the predominate enemy actor in Reporting indicates that local cells of DAESH and others depend on external support (i.e. DAESH Cells in Saudi Arabia) to conduct major operations. Canada's anti-DAESH operations in the Middle East, along with sustained calls by Islamist groups for attacks against Western interests, make Coalition Forces/JTF a target for extremists in and the Gulf area. Threat: There is no overt threat from military and Ministry of Interior (MoI) forces; however, individual police officers are assessed to be corrupt and unreliable with an undetermined number having embraced jihadi ideology or goals. The threat of terrorist activity against Coalition Forces/JTF members is assessed as MEDIUM. On 8 Aug 16, DAESH published an online call for attacks on Coalition airbases including In early Oct 16, an Egyptian national, who pledged allegiance to DAESH, intentionally drove his civilian truck into a vehicle occupied by Coalition service members in uniform. The individual was wearing non-operational explosive belt and stated that he wished to cause harm to Coalition Forces. These threats directly affect Coalition Forces/JTF Force Posture and Force Protection measures, thereby affecting all Coalition Forces/JTF pers.</p> <p>Weapons: Multiple defensive perimeters are manned in conjunction with roving patrols. has Force Protection layers which are used to prevent external threats but do not protect against internal criminal activity. 24/7 force protection exists at the Camp gates which has controlled access with armed security and vehicle searches. Only Coalition and Canadian Military Police All weapons (C7 rifle and pistol) are secured. Coalition Forces carry out armed patrols of the perimeter. PPE Level and Proximity: Level is at IAW NSOD Chap 11 Ann A, and COMD JTF GUIDANCE-FORCE PROTECTION LEVEL, FORCE PROTECTION MEASURES AND CRITICAL ASSETS, the FPL for Op IMPACT is FPL4+ where some FPMs from FPL 3 and 2 will also be implemented. The following FPMs under FPL 3 are applied: 3INT03, 3INT04, 3OP03, 3OP04, C273OP06, 3OP08, (modified so that pers must be in pairs in a single vehicle during day and three pers at night with movement tracked by local MOVCON), 3OP11, 3SEC02, 3SEC04, 3SEC06, 3SEC07, 3SEC09, 3SEC11, CBRNE03, 2OP12, 2SEC10, and 2CBRNE01. ASAB: IAW NDSOD Chap 13 Ann A and COMD JTF-I FORCE PROTECTION GUIDANCE, the FPL for Op IMPACT is where some FPMs from FPL 3 and 2 will also be implemented. The following FPMs under FPL 3 are applied: FPM3INT03, FPM3INT03, FPM3OP03, FPM3OP04, FPM3OP06, FPM3OP08, FPM3OP11, FPM3SEC02, FPM3SEC04, FPM3SEC07, FPM3SEC09, FRPM3SEC11, and FPM3CBRNE03 (Ref : 3000-1 Op IMPACT (JTF-I PM) 25 Sep 16)</p>	<p>Threat: Members travelling off base must remain constantly vigilant of their surroundings at all times and are required to change their movement patterns so as not to present a vulnerability. They are subject to recall, carrying extra personal protective equipment, restrictions on travel, as well as additional protective measures. All aircrew travel when conducting flying operations as well as carrying PPE when travelling from base-to-base or into Kuwait City. They are subject to periods of lockdown, where feeding and sleep may be disrupted, based on changing FPLs. Numerous checkpoints and Armed Check Point provide security on the coalition campus. Sexual assaults have occurred in the ablutions and accommodations areas and consequently Coalition Forces/JTF personnel must maintain a heightened state of vigilance. This requirement of maintaining sustained heightened vigilance as well concern for personal safety when moving about on base increases Coalition Forces/JTF personnel stress levels and reinforces the feeling and heightened perception of being threatened. This effect is greater on the large Coalition camp at Restricted movement and the inability to freely move off any camp reinforces the loss of individual privacy.</p>
Daily Routine	<p>Both JTF- and Coalition staff work schedules vary by place of employment. A number of CAF members work 12 hour shifts, 7 days per week. Further, the high tempo requires most personnel to work longer than 12 hour days. Routine units work 0800-2000, 6.5-7 days a week as a general rule, but the work often requires the mbrs to stay longer. Most work in tents, trailers, hangers or temporary building spaces, maintaining aircraft on the flight line and others working indoor and outdoor to maintain electrical, plumbing, communication and infrastructure in the various parts of the camp. Aircrew have maintained the highest sustained flying rate in the RCAF for two years continuously. Over 90 days, crews have flown within minutes of their 90 day maximum flying hours. Occupants of Camp Canada must travel 5km to the dining facilities within the controlled portion of the base. PT is encouraged but due to extreme weather conditions for most of the year, outdoor activities are weather dependent and limited by seasonal weather. For July and August, temperatures exceeding 50 degrees Celsius are not uncommon. Mission leave is taken by TF mbrs. Most personnel work long hours and there is opportunity for leisure only based on individual work schedule. Those working in CJTF-OIR work on a Coalition work schedule which is especially challenging and unrelenting.</p>	<p>The operations and support of the operation run on a 24/7 cycle; all are required to work whatever hours are necessary to support operations. The high ops tempo and long work days disrupt normal sleep patterns and limit recreational time which adds to stress levels. Shift workers and aircrew (who are often mixed in with day worker accommodations) regularly experience disrupted sleep patterns due to routine camp activities and rotating shifts. The JTF TF Surg noted sleep issues are not uncommon for JTF and Coalition members. This problem will continue due to the multiple contributing factors in the work environment.</p>

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Conditions and Equipment for Operational Tasks	<p>CAF personnel work within a variety of physical environments, including tents with office-like spaces, trailers, temporary buildings, tarmac or hangers. Most working areas are located near noisy generators or loud equipment that generates constant background noise. Trailers, tents and temporary building spaces do not have indoor washroom facilities. Ablutions trailers and/or portable toilets are located within 200 meters of most workspaces. They have heat pumps installed for climate control (heating and air conditioning). Numerous personnel work in this environment with no windows (operational security reasons) for extended periods of time. There is extreme heat, dust and dry conditions. Some animals (feral dogs) and insects are dangerous and venomous. Computer networks include Canadian non-secure and secure systems, as well as secure systems for personnel in positions where it is required. The working environment for staff is a small contained office with more staff than desks available, within a tent or tent like structure. The Maintainers experienced an extremely high rate of AMSE and CFR equipment failure (25%) in Aug due to extremely high temperatures. In order to repair the AMSE equipment, the techs had to complete the majority of the repairs on the tarmac of the flight line which often experiences a 5-10 degree warmer temperature than the ambient temperature. Gloves are essential for working with any kind of metal during day hours as metal would get hot enough to burn bare skin. Flight crews must also work on open paved ramp areas where they move up to 1000lbs of equipment (weapons, PPE, aircraft equipment, ALSE) on and off the aircraft daily. All CAF members and crews are exposed to effects of extreme heat and dust.</p>	<p>Most personnel work and live in tents. The cramped conditions and isolated environment add to the stressors of the working environment for all personnel. Further, the lack of proper ergonomic office furniture and extended hours sitting in front of a computer puts physical stress on some staff, which has led to overuse and repetitive strain injuries. Acquisition of office furniture requires security screening. This limits/restricts the ability to resupply workspaces. Air conditioning systems overload during peak heat periods and often fail. Within minutes of the breakdown of air conditioners during the summer months, internal temperatures reach to unbearable levels. Additionally, the dusty environment impacts IT and computer systems which may reduce productivity. Aircrew, Maintainers and all CAF personnel are exposed to extreme heat and exhaustion. Critical Operational equipment often fails due to heat and weather exposure.</p>
Foreign Contingents	<p>Many CAF members work closely with other nations including the and the Personnel have daily engagements with multiple coalition forces. Senior Staff have regular engagements with the Ministry of Defence HQ located in . All HN support is coordinated through the Office of Military Cooperation at HQ and when appropriate, base personnel. There have been no clear signs in any of our interactions that would indicate the presence of corruption within the ranks of the HN or other foreign partners. The nature of the interactions and contact is focused solely on HN liaison and fostering relationships in support of the WoG approach and CAF operations. It is assessed that HN and foreign embassies are considered loyal in that they are willing to assist the effort/contribution to the Coalition.</p>	<p>The daily working relationship with the HN is generally good. However, due to different cultural beliefs, work ethics and standard operating procedures, frustration is frequent when trying to conduct business. Often procedures and stated requirements coordinated with JTF and Coalition personnel change from week to week or from person to person. Members employed at are challenged to integrate into a larger coalition community and need to deal with a correspondingly greater hardship of social isolation than they would on a Canadian camp.</p>
Local Forces / Police	<p>Attitude/Competence/Corruption/Official Interaction: CAF personnel can be required to interact with military officers, security personnel and contractors. Interactions with police can occur, but may likely occur while driving off-base. The use of interpreters and cultural liaison officers is normal. It requires diplomacy and challenges are common when dealing with differences in cultural beliefs. Most junior ranks are required to conduct escort duties for locally employed personnel who conduct various tasks on base. There have been reports of CAF members who have been stopped by local police and questioned, resulting in their identification being confiscated and not returned. Further, it has been noted that local police appear to lack professional competence.</p>	<p>Both JTF and Coalition Pers are required to attend routine meetings and escort local workers. To enable effective Host Nation interaction, it is required that members observe local protocols and customs as well as perform escort duties. Further, as to be expected, local police and other authorities are unaware of the high level agreement between our countries. Numerous CAF members spend several hours per week driving between bases in . It must be noted that local nationals do not conform to Canadian driving standards, as such, high speed, erratic driving and severe vehicle accidents are common on roads. JTF J2 assesses local police as corrupt and unreliable with an undetermined number having embraced jihadi ideology or goals. The stress of the possibility of a police encounter is always present while on the road.</p>

Hardship Part 2 – Sustainment and Leisure

Factor	Description	Effect on Deployed Contingent
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Acc'n, Sleep Comfort and Privacy	<p>Accommodations: JTF personnel are housed in a variety of quarters; weather haven tents and double and single occupancy trailers. For the most part, Captains and below are housed in weather haven tents, which accommodate eight pers per tent. Master Warrant Officers, Chief Warrant Officers, Majors and above are housed in either double or single occupancy trailers, dependent upon their position. Aircrew are all in trailers to ensure that they are able to get the proper aircrew rest IAW the Flight Operations Manual. The tent interiors are divided into eight sections by tarps hanging from the ceiling to create some visual privacy, although the tarps are not sound proof. The tents are nearing the end of their lifecycle and but are generally in fair condition. Windows in trailers are boarded up with plywood, as a fire prevention measure. This prevents natural light and any fresh air from getting into structures. Noise pollution from generators, air conditioning units and aircraft are constant. Beds are either military style bunkbeds or twin size stand alone beds. Insects and spiders frequently make their way into accommodations because tents and trailers cannot be adequately sealed in all cases.</p>	<p>There is minimum privacy, and constant camp and base activity that create long-term stressors which when combined with long working hours and minimum recreational and rest periods lead to fatigue and irritability. The shared quarters, adjacent work spaces, large electrical generators (operating 24/7), the steady noise of air conditioner units, quiet hour construction activity, logistics traffic and neighbouring traffic and a nearby active runway all create nuisance noise. The constant noise creates disturbance of normal sleep patterns. The limited privacy is also a major contributor to irritability with mbrs rarely to never being able to get sufficient down time on their own. Also, living in such close quarters increases the opportunity for the spreading of illness and diseases. The condition of the tents/trailers are aging and many bird and insect nests require destruction, which could contribute to additional spreading of disease. Insects (spiders, scorpions, crickets, beetles) are found in accommodations (including in the beds of personnel), further disrupting sleep and increasing irritability. The effect of living on a camp environment equates to a lack of privacy and features communal, shared living spaces. The effect on personnel is varied and is based on their personal resiliency and deployment experience.</p>
	<p>Accommodations: Coalition embedded staff/personnel are housed in a variety of quarters. On arrival, personnel are placed in a warehouse-style accommodations facility where as many as 150 coalition personnel share a common area and sleep on bunk beds with fabric dividers. The sleeping areas are open to public view, without privacy, doors, or locks. Bed bugs are problematic due to the high turnover rate of personnel. Personnel have remained in this area from five days to four months, dependant on the availability of semi-permanent quarters. The average stay is one month. When available, personnel move to either accommodations warehouses, which are built in re-purposed vehicle bays or ATCO trailers. The accommodation warehouses are rows of bunk beds in one large room without dividers. There are 80-100 personnel on average per room. The floors are concrete and overall the conditions are industrial-like. The shared accommodations are a minimum of 2 per room, with lockers serving as the only divider. The ATCO trailers are two or sometimes one per room and are limited to senior officers when available. Air conditioning is problematic and frequently breaks down. Some rooms have had black mold which required remediation and is without soundproofing. There is no natural light in any accommodations areas as the buildings use blackout shutters. Mattresses on the beds are very poor quality due to repeated use. This has lead to bedbug outbreaks and is common to communal living situations.</p>	<p>Coalition embedded staff /personnel have minimal privacy, constant camp and base activity combined with long working hours can lead to fatigue and irritability. Due to shift work, shared quarters, the presence of industrial air conditioners, large electrical generators (operating 24/7), quiet hour construction activity and the presence of an active runway, noise is inescapable at times and can disrupt sleep. Beds cause back pain and difficulty sleeping. Power outages, which are a weekly occurrence, shut down air conditioning units and make sleep difficult. For example, one officer chose to sleep in a work space seven times in two months due to malfunctioning air conditioning in his quarters. Advisories have been issued ref procedures to follow to reduce instances of bedbugs however the potential of reoccurring outbreaks is likely and adds to stress levels.</p>
	<p>Camp Canada The shared shower/sink/toilet facilities in the Camp Canada area can be up to 200 meters away from the sleeping quarters. There are chemical toilets that are dispersed throughout the tent lines, but they are not lit and, more often than not, their cleanliness is not well maintained due to frequent use. Civilian contractors are responsible for maintenance and cleaning. State of cleanliness varies significantly with time of day/usage; there are periods of less than sanitary conditions, including lack of water for personnel to use to wash their hands at chemical toilet stations. Supplied with non-potable water, ablution facilities are generally in poor repair with many showers and faucets frequently inoperable, toilets out of service, toilet paper holders missing, holes in walls and drain covers missing. Poor plumbing materials often result in unpleasant odours and frequently leaking pipes. The availability of hot water can be limited, with tepid water often the norm during busy ablution periods each morning. Restrictions have been put in place to conserve water across the camp and bottled water is used to brush teeth.</p>	<p>Camp Canada -Sleep cycles are impacted due to the combination of distance to ablution facilities and weather conditions within Camp Canada. Shared and sometimes sub-standard ablutions have a negative impact on camp morale and crowded facilities lead to frustration for many members. Below-standard levels of cleanliness has the potential to create illness.</p>