





Movement of Cargo Supporting Operation Enduring Freedom into Afghanistan- via “The New Silk Road”

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The New Silk Road: The Challenge

- **Mission:**
 - Support the imminent doubling of US Forces (primarily in the south and west) and the upgrade of Operating Bases throughout the country, without impacting on-going sustainment operations or force-rotations in the north and east regions.
- **Enemy:**
 - Security and Risk of theft along the existing route
 - Fragile and fractured political climate within Pakistan
- **Terrain:**
 - Limited ground routes through Pakistan
 - Bureaucratic processes at the AFG-PAK Border vic Peshawar
 - Limited maturity of physical Infrastructure,
 - Constrained air network in Afghanistan, particularly the south
- **Time:** Shipment times for Cargo From CONUS, Europe, Kuwait/Qatar
- **WILD-CARD:** The “Gray Hole” of Distribution Management Information
 - Tasking From GEN Dempsey (Interim CDR, USCENTCOM) Jul 08: ***By the first quarter of FY 09 initiate use of a complementary Northern Line of Communication into Afghanistan through the Central Asian States.***



The New Silk Road: The Approach

- **Work with our traditional distribution partners (DOD, commercial carriers, 3PL's, Govt of Pakistan) to better manage existing flows through the PAKGLOC.**
- **Re-invigorate the use of non-traditional trade routes and expand the team of partner nations to develop a Northern GLOC.**
- **Procure goods and services from local sources wherever practicable and appropriate.**
- **Per GEN McNabb, CDR, USTC: *“Use Existing Commercial Resources Infrastructure and Processes to move DOD Non-Hazardous, Non-Lethal Cargo through Central Asia into Afghanistan”***

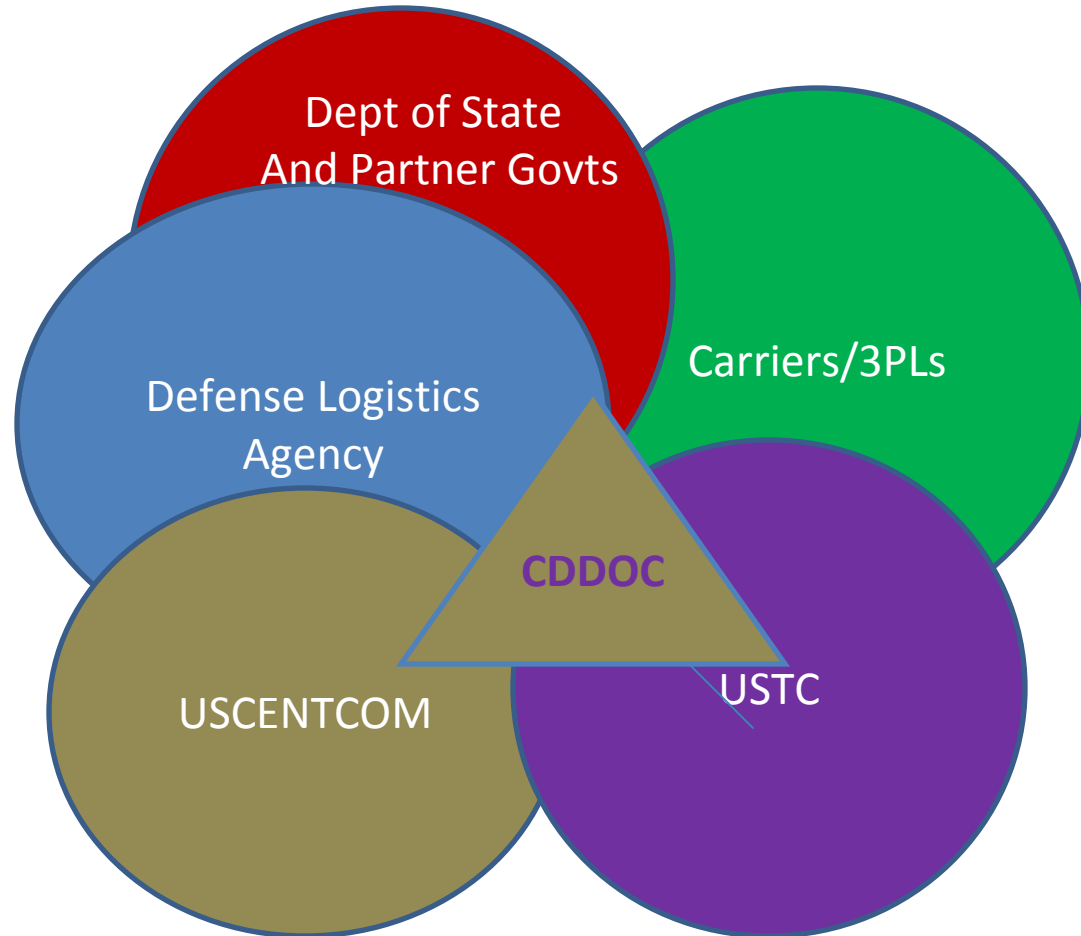


The New Silk Road: The NGLOC Becomes the

- **Northern Ground Line of Communication (NGLOC)**
 - Operative word **“Ground”**
 - Limited routing options, flexibility, and partner nations
 - Paving an existing set of “cow-paths”
- **Northern Distribution Network (NDN)**
 - Operative words **“Distribution”** and **“Network”**
 - Military Teaming among Distribution Process Owner (USTC), DLA, and Geographic Combatant Commander (USCENTCOM)
 - Inter- and multi-modal, flexible, with multiple partner nations
 - Building on existing commercial relations/partnerships to create a whole new supply and distribution highway for DOD



The New Silk Road: Synergistic Thinking, Process Design, and Unprecedented Teamwork





The New Silk Road

Questions?



SDDC

Military Surface
Deployment and
Distribution Command

598th Transportation Group (SDDC)



Warrior Logistics – *In Motion!*

Panel: “The New Silk Road”
Northern Distribution Network
(NDN)



EUCOM / AFRICOM

Committed – Dependable - Relentless!

Guiding Principles / Intent - NDN

- ⬆ Distribution Network v. MSR/GLOC construct
 - ⬆ (Mindset – New Normal)
- ⬆ Leverage commercial partners/integrated Supply Chain
- ⬆ Manage Disruptions/Events
- ⬆ Breed Resilience – Agility – Flexibility
- ⬆ Supply Chain Security thru Synthesis
 - ⬆ Reduced Footprint
 - ⬆ No visible presence
 - ⬆ Routine Traffic Flow – *Under the Radar*
- ⬆ Resist urge to Mirror Image other GLOC processes (PAK, IZ, etc)
- ⬆ Win the Information Domain...



**Build Certainty
and Trust**



SDDC Surface (USC6-Commercial) NDN Routes

Measures of Effectiveness (MOE)

Precision / Reliability = % Met RDD
Velocity = Avg Transit Time
Visibility = Relevant LOGCOP

Key Players

TRANSCOM, EUCOM, CENTCOM, AMC, DLA,
SDDC (HQs, 598, 595), GSA, Carriers...

CONCEPT

- Commodities: II, IV, VI, RL Bs (CL I also authorized) – 350 TEUs/Week
- 4 lanes (2 from CONUS (GSA/CLII); 2 from DDDE, HESCO - CLIV)
- Leverage Commercial Carriers: APL, Hapag-Lloyd & Mærsk
- Method: Block trains, Multi-Modal
- Key nodes: seaports, border crossings, carrier terminals
- ITV: USC6 req'd – provided via Carrier (EDI, nodal spreadsheet)
- Strat view – aggregate data; focus on disruption/event mitigation
- Downrange synchronization...

Over
3100 TEUs
Delivered

NOTIONAL
- Disruption:
- Impact:
- Mitigation:

In Motion:
> 2000 containers
Multiple Lanes
> 3100 delivered

Legend:
★ Key Node
★ Disruption

Supply Chain Security thru Synthesis

Principles: Precision, Velocity, Reliability, Visibility

SDDC

September 25, 2009

UNCLAS

FOUO



NDN Challenges - Mitigation

📌 Transit Agreements

- 📌 Regulate cargo flow as required / Improve UZ request timeline
- 📌 Compliance and accuracy

📌 Managing Expectations

- 📌 Communication – Collaboration – Reporting
- 📌 Commercial – Military data harmonization

📌 ITV (RFID limited viability)

- 📌 Leveraging commercial industry capability (via USC6)
- 📌 Working enterprise tracking solutions (via iSDDC, others)

📌 Managing Information Flow

- 📌 SDDC/598th (+ 595th) is central data point
- 📌 Broad data sharing

📌 Cyber/OPSEC – data transparency/info assurance

📌 Vast Distances – New Partnerships

📌 Retrograde



NDN - Way Ahead

- ⬆ **Leverage Enterprise view/Whole of Gov't approach**
 - ⬆ *Synch efforts between different routes, modes, sources*
- ⬆ **Hardwiring the NDN – Optimization, identify/improve weak links...**
- ⬆ **ITV – Explore options (SAT/GPS → Diplomatic Constraints...)**
- ⬆ **Develop Routes/Build Capacity (target 350 containers/week)**
- ⬆ **Exploit niches; Create & build multi-modal options (sea-air); flexible solutions tailored to meet needs**
- ⬆ **Expand and Grow: to accommodate more commodities, carriers, routings, increase overall capacity...**
- ⬆ **Risk Management:**
 - ⬆ Focus on identifying vulnerabilities and spotting anomalies
 - ⬆ Isolate disturbances; avoid disruption over-reaction; restart quickly
- ⬆ **Push for Enterprise Solutions – Mindful of Cyber security/Info Assurance/Tracking-Reporting**
- ⬆ **Shape Retrograde CONOPS...**
- ⬆ **Magnitude of Challenge creates Opportunity...**
- ⬆ **Achieve Precision, Velocity, Reliability, Visibility - Build Certainty and Trust...Win the information domain every day!**



NDN -Thought Provoking Takeaways...

- 📌 First 1000 TEUs took 5 months - now delivering 1000 per month – moving towards 1400 per month
- 📌 Keep all routes lubricated
- 📌 Pressure off PAKGLOC = 35% and growing
- 📌 *Logistics Paradigm Shift...*
- 📌 New Normal
 - 📌 A lot of NDN benchmarking and modeling maps to AFRICOM
 - 📌 Expeditionary use of USC 6
 - 📌 Synchronize/harmonize expectations with carrier capabilities
 - 📌 *Over the horizon logistics...to the point of impact*
- 📌 *All logistics is local...*
- 📌 Distribution Network approach...
 - 📌 enhances supply chain security
 - 📌 builds resilience - adaptability
 - 📌 reduces logistics footprint – breeds collaboration & unity of effort

**Corps of
Discovery**



ACHIEVING UNITY OF EFFORT ACROSS THE SUPPLY CHAIN



www.JEADDC.com

Questions?

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SDDC

September 25, 2009

WARRIOR LOGISTICS in Motion ...



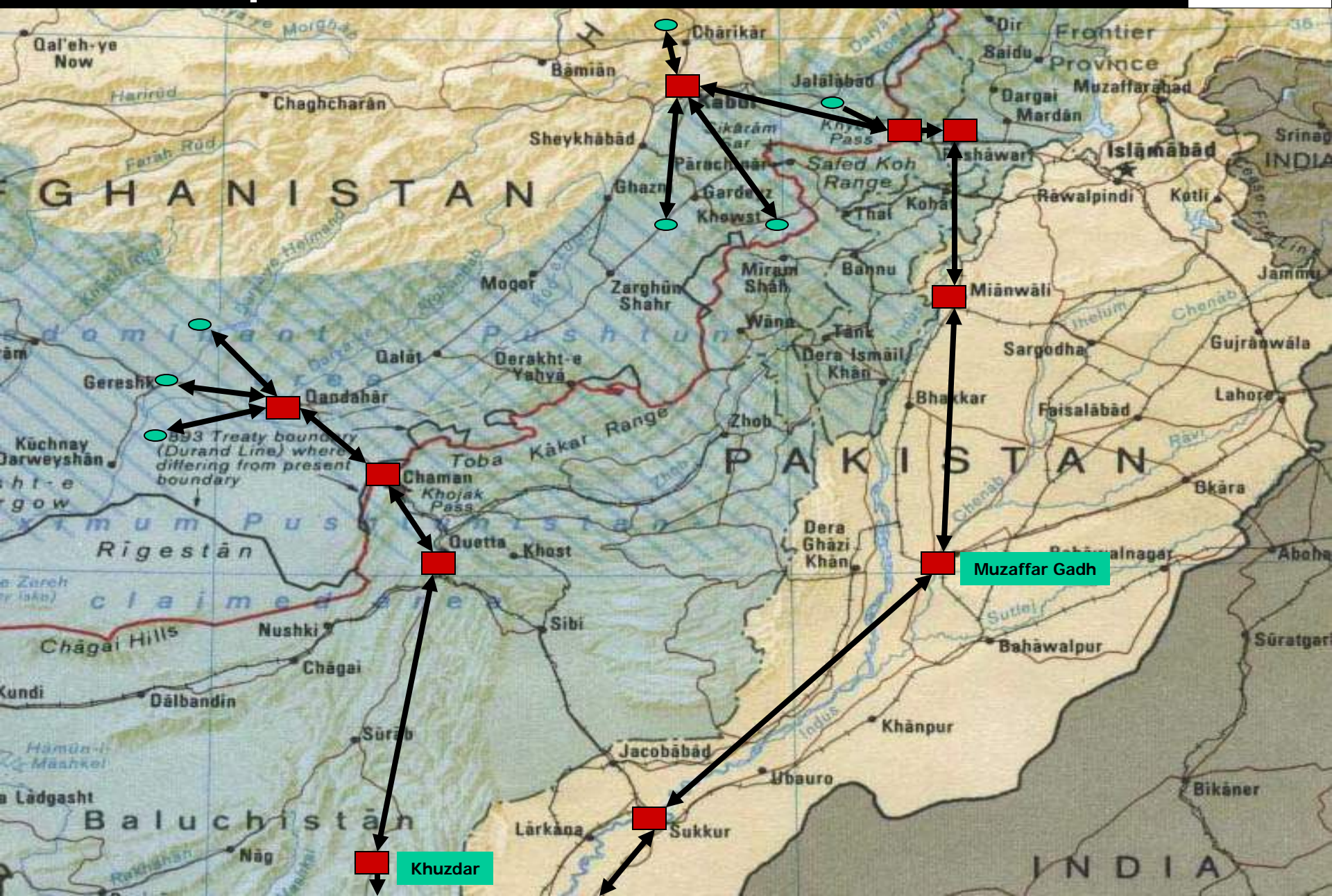
Surface Transportation Challenges in Pakistan/Afghanistan



Topics of Discussion

- 
- A faded background image showing several soldiers in camouflage uniforms and helmets. They are positioned around a large blue shipping container and a pile of white sacks, suggesting a port or border security operation.
- **Route Map to Afghanistan via Karachi**
 - **Challenges**
 - **Pilferage**
 - **Evolution of Security Precautions**
 - **Cargo Velocity in GLOC is Key to Success**
 - **Receiving Capabilities**
 - **Backlogs at ports and terminals raise visibility**
 - Peshawar attacks
 - **Border closures increase vulnerability**
 - August 30th Chaman border attacks
 - **Carrier efforts to Protect Cargo**
 - Harden terminals
 - Convoy escorts to the borders
 - Secure Warehousing
 - Vehicle encasement

Route Map



Combating Pilferage



Evolution of Security Measures

- High security seals
 - Bullet seals applied by KICT
 - Cable seals applied at origin or the port
- Containers loaded door-facing-door
- Daily ITV reporting from checkpoints enroute
- Containers are “coupled” or locked together
- Weigh trucks at port, borders and Kabul, prior to final delivery
- Email discrepancies to the MCB
- Milvans stuffed in High Cubes
- Armed escort for convoys in Pakistan
- GPS Trucks with lift sensors
- Navalock high security seals
- Satellite tracking with direct feeds to TRANSCOM



APL Afghanistan Pilferage Metrics – 2007-2009

The background of the slide is a faded photograph showing several soldiers in military uniforms and helmets working with large white sacks, likely containing aid or supplies, in an outdoor setting. A blue container with some text is visible in the background.

| <u>Month</u> | <u>Containers Delivered</u> | <u>Claims received</u> | <u>Percentage</u> |
|---------------------|-----------------------------|------------------------|-------------------|
| FY 2007 | 13,160 | 33 * | 0.25% |
| FY 2008 | 15,966 | 0 ** | 0.00% |
| YTD 2009 | <u>15,508</u> | <u>7</u> | <u>0.04%</u> |
| FY 07,08 and YTD 09 | 44,634 | 40 | 0.08% |

* 22 claims filed directly with the carrier in August 2007

** 2008 container pilferage claims were zero

Cargo Velocity is the Key to Success



Receiving Capabilities



- **Single largest constraint in a surge environment**
- **Volume, force protection concerns and handling equipment play a role in gate velocity**
- **Inability to deliver down-line has greatest impact**
- **Kandahar, Prime Vendor and ANA Depots are recent examples**



Backlogs increase visibility and vulnerability



Peshawar Attacks – December 2008

- Increased Militant activity between Torkham border and Peshawar
- Border closures/receiving capability at ANA Depots create backlogs in Peshawar
- Several Terminals attacked in December 2008
- Security personnel are not able to fend off attackers
- 250-300 trucks lost during 2-3 week period



Border Closures Increase Vulnerability



August 30th Attack at Chaman Border

- Dispute between Afghan border officials and Frontier Corps officials over inspection of inbound trucks to Pakistan
- Border had been closed for 2 days
- Explosion of a Fuel Tanker lead to collateral damage of 15 supply trucks – 9 APL trucks, 2 Maersk trucks



Carrier Efforts to Protect Cargo



Harden Terminals in Peshawar

Objective

Harden terminals according to Frontier Corps recommendations in order to maintain CY's in the Peshawar area. Security arrangements are contracted through the Frontier Corps.

Composition of the Security Team

Ex service man/officers of Army or Frontier Corps
Total Officers (Commanders) – 1 (Supervisors - 8)
Total Escort Cabs - 4
Weapons - 36 (Kalashnikov AK-47)
Total Personnel deployed – 58 (two shifts)

Security Coverage at Terminal

Watch towers (4)
Lighting towers (5)
Torches (10)
Whistles (4)

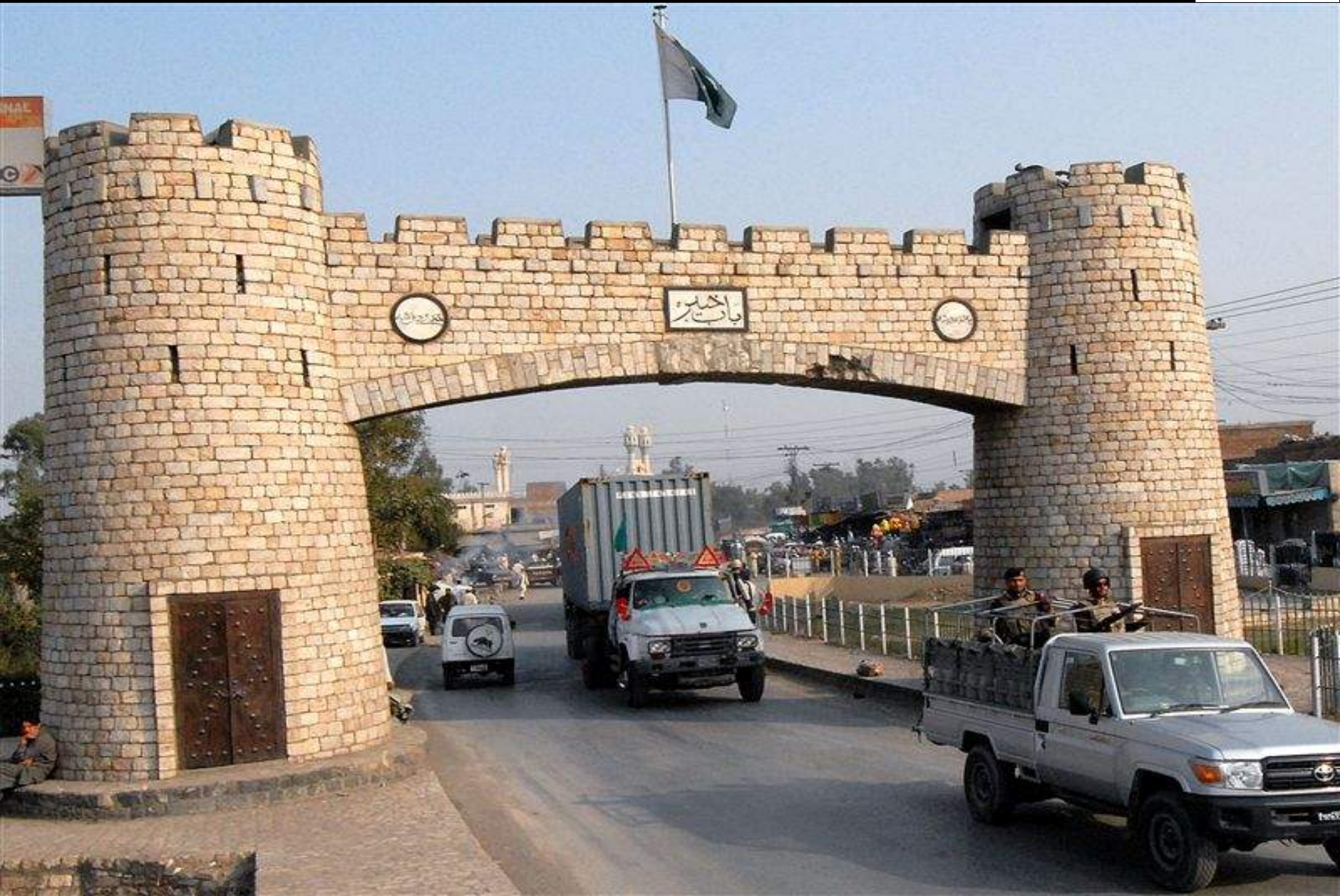
Fire Fighting Apparatus/facility at Terminal

Sufficient foam cylinders, water buckets, Fire beaters and back up support of fire fighting vehicle

Communication system

The detachments and escorts have dedicated communication with the facility and their main headquarters/command center via cell phones.

FC Provided Security to the Torkham Border



Secured Warehousing for FMS

- Carriers secure covered warehouses within Karachi proper
- Armed security personnel on site
- Reduced cost exposure to the government
- Increased force protection by reducing visibility at Karachi ports



Vehicle Encasement



Questions?





Agility Defense & Government Services

Distribution Solutions



Agility Afghanistan Overview



Involved in Afghan trade since 2003

Offer a suite of services for logistics and supply chain services in-country

Multiple overland options for entering the country (northern and southern routes, truck or rail)

Customs clearance teams at Torkham, Kabul, Hairaton and Kandahar

We are registered with the following:

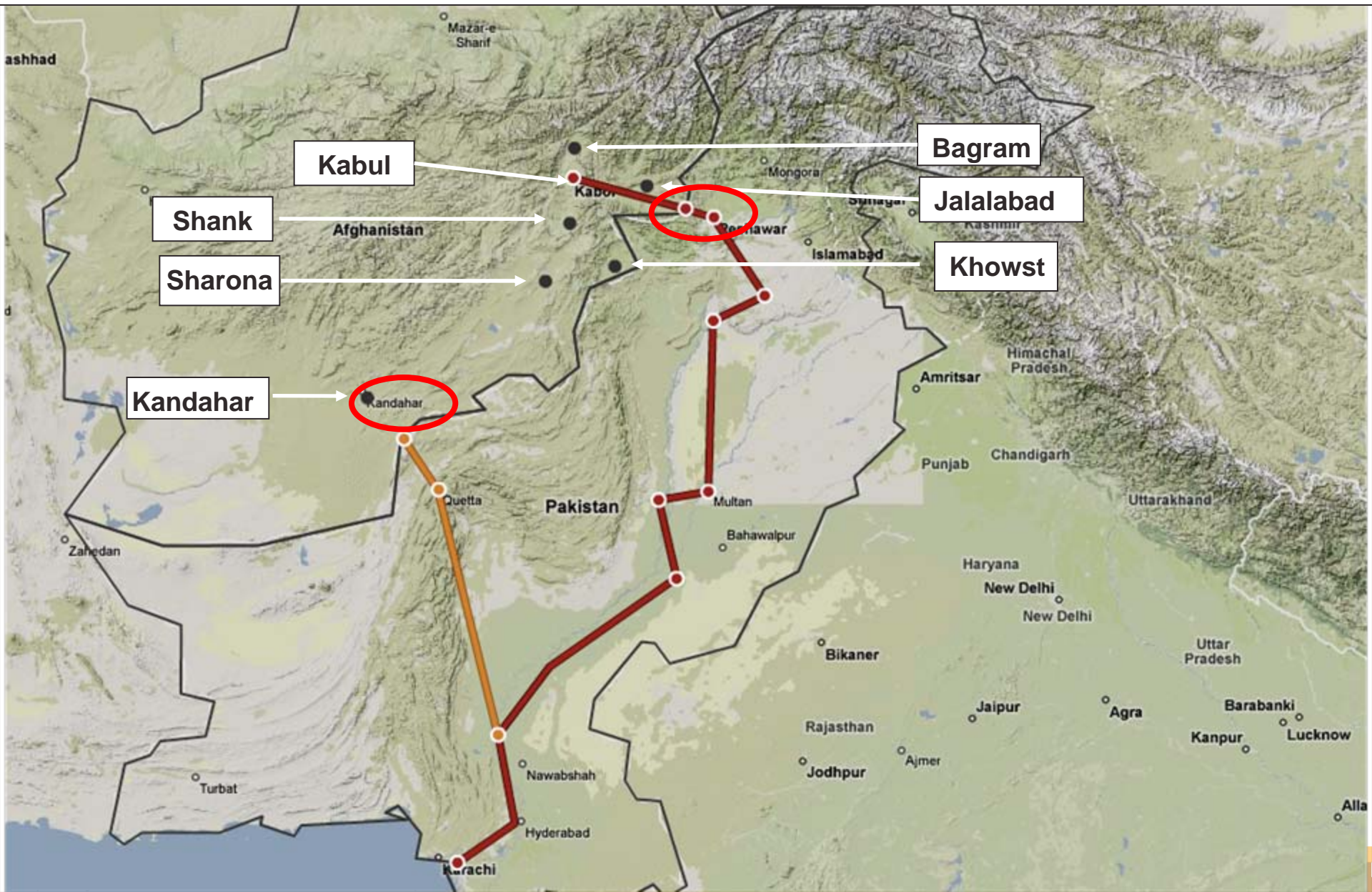
- ⑩ Ministry of Interior
- ⑩ US Embassy and Consulates
- ⑩ US Military
- ⑩ NATO/ISAF



Afghanistan

- Pakistan – Afghanistan
- Poti, Georgia – Afghanistan
- Unique Solutions

Southern Distribution Network

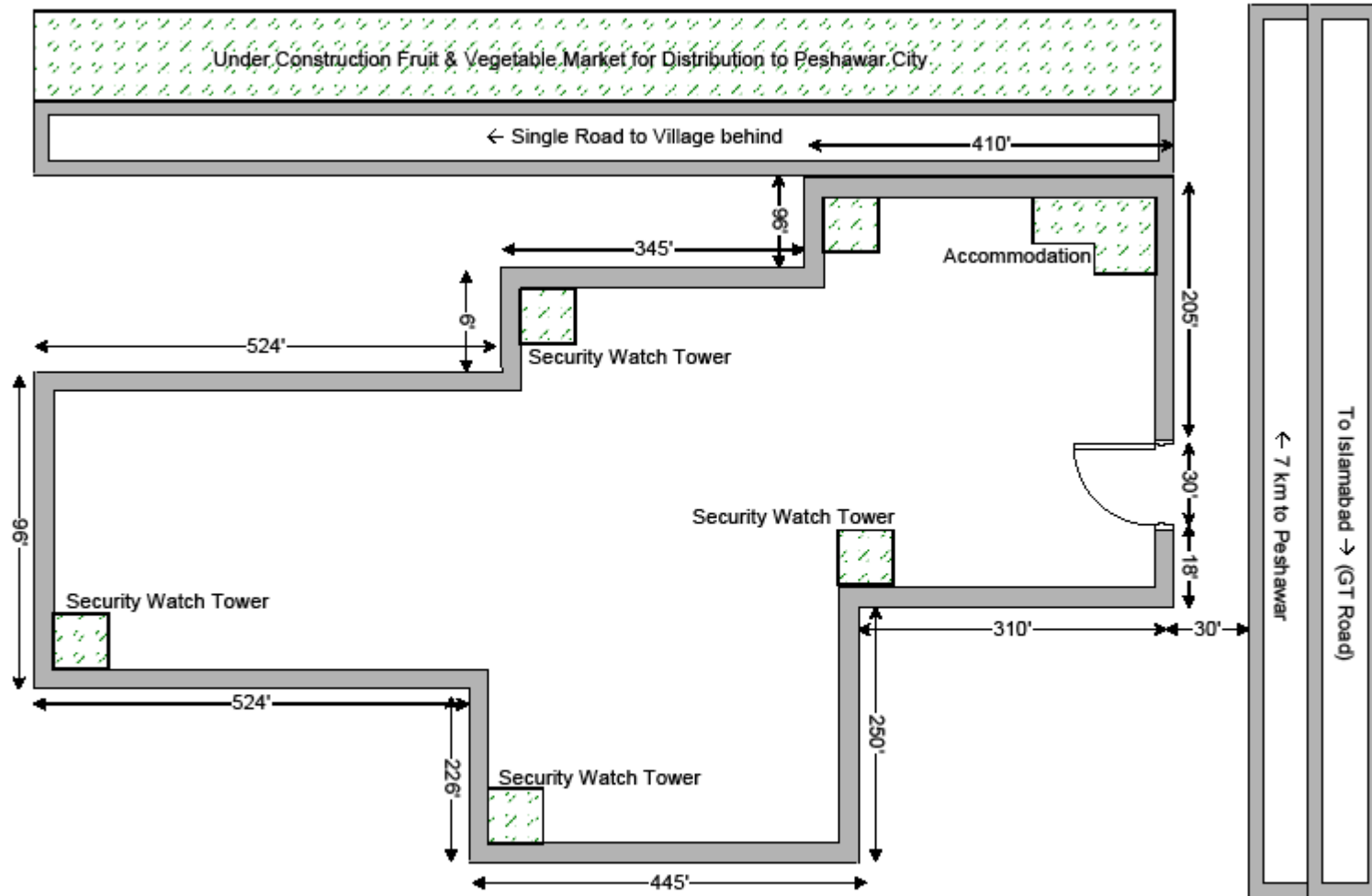


Peshawar Terminals



- ★ Terminals under attack since DEC
- Agility terminal

Peshawar Container Staging Yard



Peshawar Container Staging Yard



Peshawar Container Staging Yard



Peshawar Container Staging Yard

Operational 15-30 September 2009



Challenges

Procedures at the FOBs

- Lack of container prioritization
- Trucks reloaded with export cargo without letting carriers know before hand
- Acknowledgement of receipt by base personnel

Customs

- Tariff memo issuance
- Inconsistent Mahfi nama procedures from the bases

Threat to personnel near Peshawar and within Afghanistan

Successes

Reefer operations

- Strict reporting procedures
- Investment in better GENSETs
- More mechanics

Metrics

- Strict enforcement
- Performance dictates trucker volume



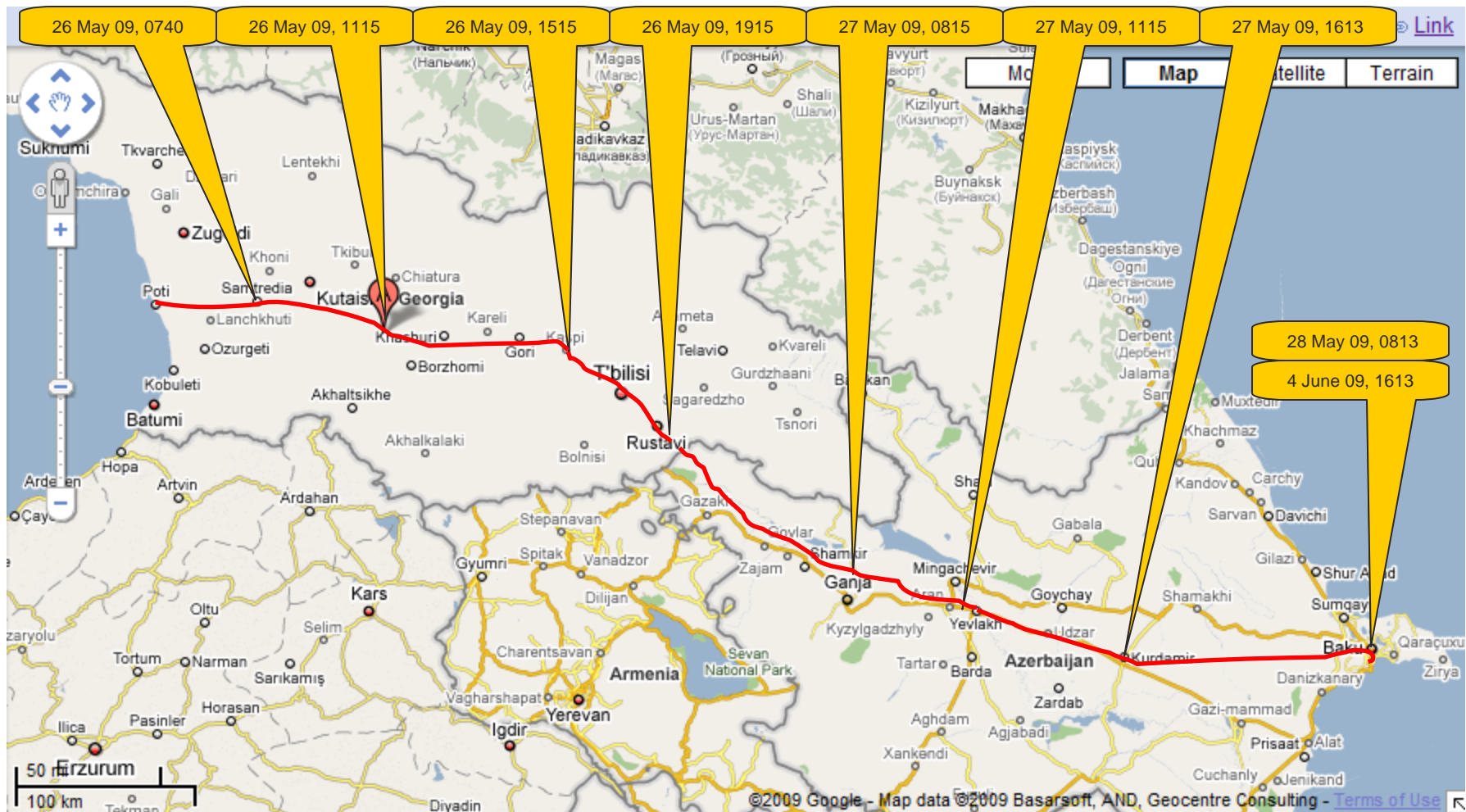
Numerous Solutions from Europe & Central Asia



Northern Distribution Network



ITV for 80 container shipment



Hairaton

Direct transfer to Afghan trucks

Currently prepared for 50 trucks per train arrival (more can be arranged if necessary)

10,000 sqm outdoor storage available if needed

Customs completed in Mezar E Sherif

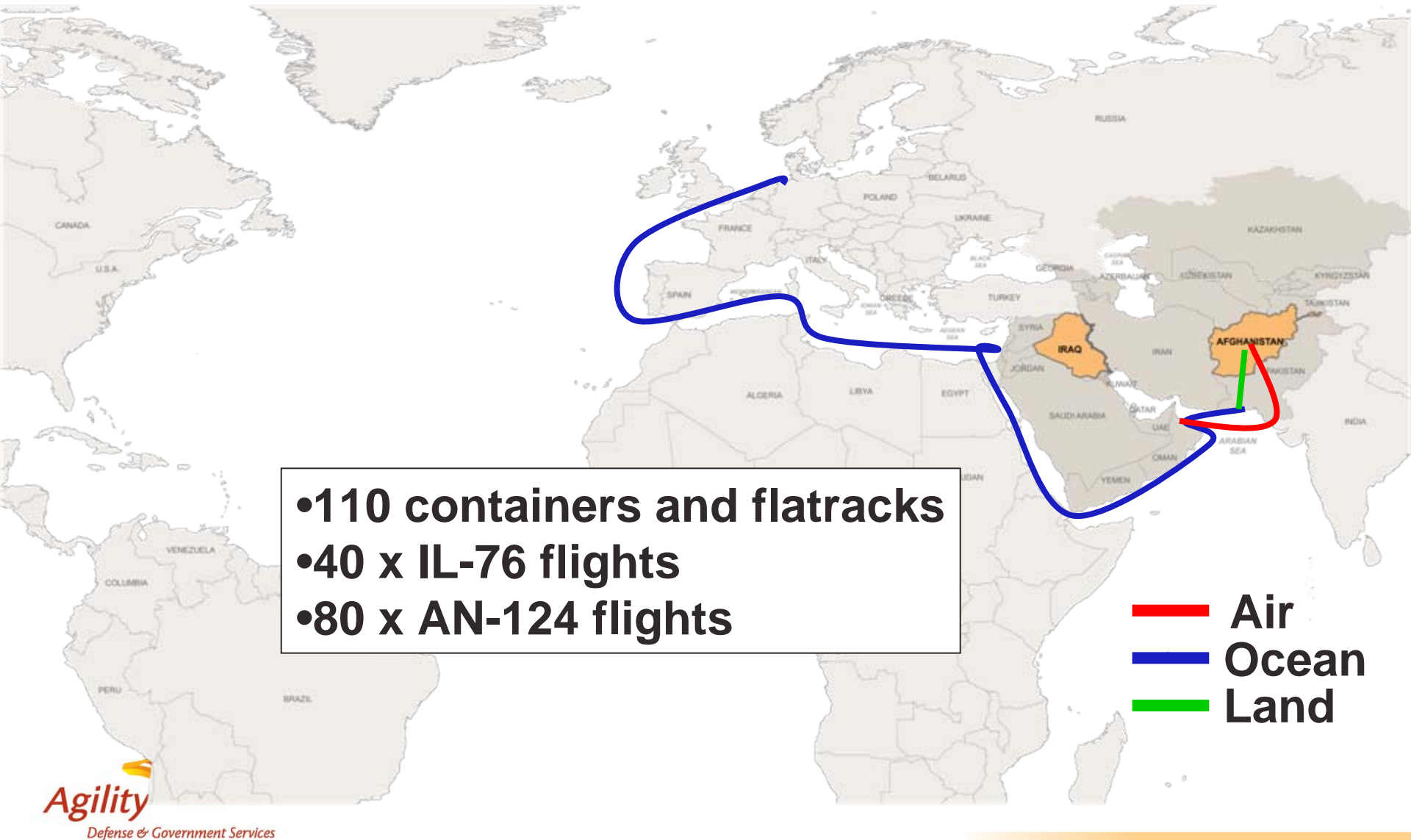


Assessment: NGLOC works well

- Challenges
 - Diplomatic approval from the Uzbekistan government
 - Lack of steady volume impacts customs and movement of trains
- Success
 - Ability to acquire trains with adequate volume of containers
 - Speed of transshipment at Hairaton

Kabul, Afghanistan Power Plant

100 Mega Watt Diesel Power Plant



Thank you for your time.

For more information, please visit:

www.agilitylogistics.com





The New Silk Road

Afghanistan Logistics Support Through Pakistan

USTRANSCOM In-Transit Visibility (ITV) Perspective

Mr. Dave Dias

Chief Asset Visibility Division, TCJ5/4-I

22 Sept 2009



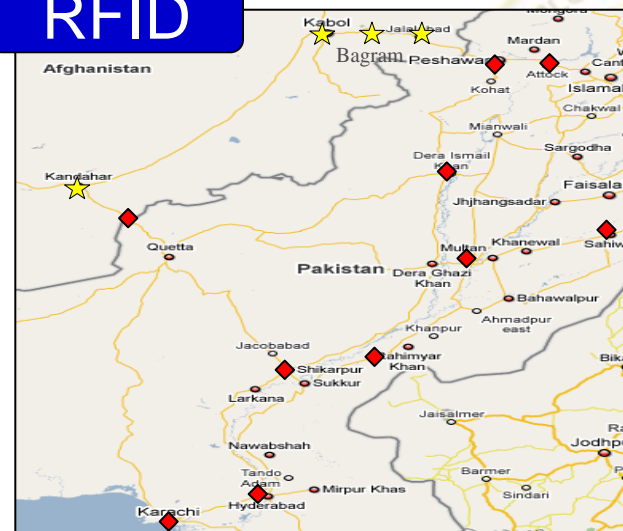


Pakistan Ground Line of Communication (PAKGLOC)

Afghanistan main supply route

- ~5,000 containers daily
- Two border crossings
 - Torkham-North
 - Chaman-South
- Impacted by environment & tactics
 - Limited ITV due to fixed RFID infrastructure
 - Better ITV desired for mission critical cargo
- Enhanced ITV assessorial
 - Pay-for-information (satellite tracking)
 - Created options for our Commanders
 - USC 6 Carriers
 - Unit cargo

RFID



Satellite





Satellite Pay-For-Information



- First use of commercially provided satellite service
- Automatic updates into DOD ITV system
- Carrier responsible for:
 - Hardware
 - Life cycle management
 - Commissioning/Decommissioning
 - Message formatting
- True partnership with industry





Way Ahead

- **Integrate pay-for-information with complementing technologies**
 - Availability of real-time ITV in high threat areas
 - Positioning
 - Door intrusion
 - Alerts
- **Data quality**
 - Standardizing data formats
- **Integrating ITV data into single interface**

