

Multinational Force and Observers Director General's Report to the 2014 Trilateral Meeting



**Plenary Meeting
20 November 2014
Rome, Italy**

Cover photograph: North Camp Perimeter Fence

MFO FY 2014: Introduction by the Director General

I take great pride in the accomplishments of the Multinational Force and Observers (MFO) over the past year in the face of extraordinary security, logistical and fiscal challenges. We fulfilled our mission, responded resiliently and flexibly to changing conditions, and worked hard at mitigating risk to our peacekeepers as threat conditions shifted and increased. We did this once again with a zero-real-growth budget and unchanged contributions from our three Funds-Contributing States (FCS) - Egypt, Israel and the United States - for a fifth straight year by offsetting inflation and a deficit this fiscal year (FY) with retained savings, cost-containment and Donor support.

The MFO Force operated remote sites and mobile observation teams in Treaty Zone C and the Civilian Observer Unit (COU) conducted verification and reconnaissance missions in all three of the Sinai Treaty Zones and Treaty Zone D in Israel. All activities were conducted in accordance with the Security Annex to the Treaty of Peace between Egypt and Israel, its Protocol and related agreements.

The COU verification workload has dramatically expanded each year since 2011, to keep pace with the Parties' agreements on security arrangements in the Sinai. Related MFO reporting to the Parties has also expanded and improved to maintain common situational awareness and to sustain confidence.

Individual COU verification missions were often impacted by Egyptian military operations or militant activities, particularly in the northeastern area of the Sinai opposite Gaza and in July and August 2014 by Israeli operations and rocketing from Gaza. Since January 2014, when armed militants shot down an Egyptian military helicopter, the COU has conducted its reconnaissance missions in the northeast Sinai only on the ground. Concurrently, the MFO adopted special flight procedures to mitigate risk in the area with the most frequent militant activity. Nonetheless, the COU remained able

to accomplish its increasingly complex missions this FY through adaptive and agile security measures, although on occasion certain localized areas could not be accessed due to security, weather or other temporary conditions. The increase of the COU to twenty members has enabled it to make up for some impacts on its mobility. I am committed to providing the COU with the resources it needs to manage its workload.

Common security challenges have produced a strategic convergence between the Parties resulting in agreed deployments as well as positive bilateral dialogue and cooperation in dealing with mutual threats. COU verification and other MFO reporting, coupled with our facilitation of bilateral liaison meetings and our "best efforts" role to avoid violations of the Treaty and misunderstandings, have helped to further reinforce and strengthen this cooperation.

We sought to keep our peacekeepers as safe as possible.

Certain risks we face conducting our mission, particularly in the northeast Sinai, are not avoidable. Notwithstanding threat and other operational warnings from Egyptian military authorities and other sources, we continue to face the risk of being caught in a crossfire – "wrong place, wrong time" – or of becoming an intentional target of

militants. We cannot eliminate these risks; only the full restoration of security and order in our area of operations (AO) can do that. However, we can and do work hard to manage risk and mitigate the threats we perceive to our mission:

- Our safety when travelling in the Sinai has been enhanced by the now exclusive use of Fully Armored Vehicles (FAVs) for personnel transport. A generous U.S. State Department donation of FAVs in FY 13 allowed us to retire many soft-skin vehicles from our fleet and to dedicate MFO Force Protection (FP) funding donated by the United States and Australia to the armoring of more specialized vehicles such as buses, vans, and truck tractor units. A satellite-based commercial vehicle-tracking system (CVTS) gives us real-time locational awareness of all our vehicles, enhancing our ability to respond rapidly to emergencies.
- Improved remote site security has been a priority and we have used FP funding to good effect to enhance remote site perimeter protective features, including walls, bunkers, lighting and ballistic towers. We also accepted with appreciation the offer of a military engineer from the United Kingdom to assist us in advancing our protective project work.
- MFO North Camp perimeter protection has been similarly enhanced, utilizing FP funds, with more robust perimeter defenses, improved lighting, and an Intruder Detection System (IDS). We have improved airfield protection and created an alternate landing zone for helicopter operations within the Camp. We are also working on protective measures for personnel and key facilities against stray rounds coming onto the Camp due to fighting in the vicinity, at times from several kilometers away.
- We have invested in improved communications, between the MFO and the Parties' liaison systems in the field, and between MFO locations and our peacekeepers on the move. A project to erect duplicate communications masts at each Camp, to avoid a potential single point of failure for key

communications, urgently awaits Egyptian approvals and merits Donor support.

- We have also responded to the safety needs of our contractors and suppliers. We are providing overnight accommodation for them at North Camp to permit compliance with curfew hours and to minimize unnecessary movements in the area most affected by combat operations and militant activity. Contractors have remained with us, and our offices in Cairo and Tel Aviv have worked tirelessly to keep the MFO supplied and supported. However, there have been several recent incidents where contractors and/or vendors were harassed by armed militants. In these conditions, logistics have become more complicated and more expensive. On occasion, to counter militant threats to their vehicles and personnel, we sought Egyptian military escorts for supplier and worker convoys to North Camp.

A special mention goes to the COU for its dedication in carrying out its duties, often under circumstances changing daily or even hourly, and to the Fijian Contingent which, with full support from the Fijian Government, has provided security for the COU and for the Force Commander and other Force personnel conducting their business in the Sinai outside Treaty Zone C. Fiji, to whom the world community owes so many thanks for its readiness to accept and sustain peacekeeping duties in challenging circumstances where others have declined, merits special MFO gratitude for its support of our mission.

The shift to armored vehicles at the Force led my Representative in Israel, Michael Sternberg, to champion a transfer facility on the Israeli side of the border, at the el Oga/Nizzana crossing, to permit us to transship passengers and cargo from armored vehicles to soft-skin vehicles more suitable for transportation in Israel, thereby reducing wear and tear on these more expensive vehicles. This innovation was inaugurated last year and after a full year of operation has proven to be a foresighted initiative.

It was just one of many ways that Michael Sternberg, in an MFO career spanning almost a quarter century

from 1990 to his untimely death in July of this year, contributed with his passion, dedication and intellect to the success of our mission. I was able to recognize his many contributions, sadly only posthumously, with our highest recognition, the MFO Distinguished Service for Peace Award, presented to his widow at MFO Day on 14 September 2014 in Tel Aviv. We all miss Michael and his tireless contributions to the MFO.

We have also worked to cut costs and improve the efficiency of the Force. This led to some difficult decisions. One has been to accept an offer by Canada to provide a military police (MP) unit to the MFO. I appreciate the nearly twenty years of service of the Hungarian Contingent, which will depart in March 2015. In many respects, participation in the MFO was a ground-breaking international commitment for Hungary as it assumed its post-Soviet era European identity. We will have appropriate observances next year of the Hungarian participation in the MFO and the arrival of the Canadian MP unit. In February, we will also say farewell to the four-person Dutch Contingent which has provided, on a temporary basis since 2013, specialized support for the Force Commander, drawing on the expertise of the Royal Marechaussee. This deployment by the Netherlands, in addition to its role as a dedicated Donor to the MFO, has been a very welcome symbol of the strong Dutch commitment to the MFO that goes back, in varying roles, to the inception of our mission.

As we face a vastly changed Sinai from that of 1982, and fiscal realities that cannot be deferred past our FY 16, this year saw a concerted staff effort between the Headquarters and the Force to identify ways the MFO can be more efficient and better serve the Treaty Parties. At past Trilateral Meetings, I have pointed to the fiscal constraints that, starting in our FY 16, require either material changes to the mission or increased financial commitments by the FCS. Our retained savings, which have offset recent operational deficits and which we anticipate will do so again in FY 15, run out in FY 16. Should neither our operating budget nor our operational profile change, the resulting estimated funding shortfall amounts to nearly \$9M in FY 16, and will rise to \$20M in FY 20, despite a zero-real-growth budget. The MFO continues to discuss options for the Force that enhance

both our effectiveness and the sustainability of the mission. Recent events affecting the United Nations Disengagement Observer Force and its personnel have demonstrated the wisdom of such an ongoing review.

Aviation support for the Force and Observers has been an operational and logistical priority since 2011, when we began to see an impact on our ground mobility due to systemic unrest in the Sinai. Scalable aviation assets are essential for command and control, COU reconnaissance, medical evacuations and remote site sustainment, and provide us with greater flexibility. This ensures that required cargo and personnel movements proceed whenever ground mobility is compromised by militants, active Arab Republic of Egypt (ARE) operations, or acts of nature, as occurred again this year when parts of the Sinai experienced severe flooding and the main highway through the Taba Canyon was closed for three months. Our fleet of one C-295 CASA aircraft contributed by the Czech Republic, and one C-12 Huron and eight UH-60A “Blackhawk” helicopters contributed by the U.S. Government has provided the means and the confidence for us to support the mission in the face of these and other impediments to our mobility on the ground.

Our Troop-Contributing States have been constant in their support of the MFO and responsive to our needs. This has included cooperation both in adding and changing Force resources, as well as in drawing them down, as previously discussed. There have been, as noted, critical decisions to make, and I expect there will be more in the coming period.

Donor State support remains very important in assisting the MFO to meet its fiscal challenges and to offset inflation, and for that reason I asked Donors to augment where possible their support by 20%. In general, Donor support was constant and in some cases increased. Denmark, which contributed funding toward the costs of Bedouin employment under our labor services subcontract in FYs 13 and 14, has advised that this funding will not be available beyond FY 14. This has been a successful and important aspect of the MFO’s significant contributions to the northeast Sinai economy, and I would welcome other Donors stepping in to help us offset these costs. I also welcome and encourage all

our Donor States to visit us in the Sinai, to see our work and the challenges to our personnel as we perform our mission.

Donor funding helps offset both rising costs and inflation and permits us to maintain a zero-real-growth budget and unchanged FCS contributions, in addition to our deferred savings placed in our Budget Stabilization Reserve Fund (BSRF). FP funding from the United States and Australia has been critical in accomplishing essential FP measures.

Nonetheless, as we have projected over the past five FYs, and briefed to both Parties and all MFO Participating States, in our FY 16 we will exhaust the BSRF; even a requested 20% increase in Donor support cannot further defer strategic decisions on the MFO deployment necessary to accomplish the mission and its funding by the FCS. This is the key focus of working meetings during the course of this Trilateral Meeting.

The MFO is composed of troop and financial contributors and of civilians and military personnel from all three service branches (Army, Navy and Air Force), but most

fundamentally it is composed of people, people from many countries and walks of life who have left their homes, families and friends behind to work for the peace. We owe them all a debt of thanks. And we are committed to providing them a good quality of life in the Sinai and our best efforts to keep them as safe as possible. I salute all of my colleagues who together have made this such an effective and well-regarded peacekeeping organization.

In the past year we had a change of command, saying farewell to MG Warren Whiting of New Zealand, whose excellent service as Force Commander in an unprecedented time of change in Egypt I greatly appreciated. We welcomed MG Denis Thompson of Canada, who is providing sound and foresighted leadership in the Sinai. As previously noted, we bade a sad farewell to my Representative in Israel, Michael Sternberg, who worked almost to his final hours in support of this mission to which he had dedicated so much of his passion and 24 years of his professional life. To his colleagues in our Tel Aviv office, who were extraordinary during his illness, and who in grief amidst this close and small community, kept up superb support for the MFO, my special thanks and recognition.



Change of Command Ceremony, 3 March 2014, North Camp (from left to right): MG Warren J. Whiting, prior Force Commander, Ambassador David M. Satterfield, MFO Director General and MG Denis Thompson, current Force Commander

Operations

Mission First, Safety Always

The mantra 'mission first, safety always' continues to drive MFO operations. While this has been a particularly challenging year considering the unpredictable nature of both the security environment and the weather, the MFO has nevertheless successfully carried out its 'observe, verify and report' mission.

Over the past twelve months, militant activities and ARE operations in the Sinai necessitated changes in the way the Force conducts its mission. While the MFO continues to self-escort its convoys and the Fijian Battalion (FIJIBATT) continues to provide security support to COU missions, as of April 2014, following the arrival of the last of the U.S. State Department-donated FAVs, all passenger vehicle missions in the northern Sinai are conducted in armored vehicles. In addition, armored vans and buses were introduced in April and July, respectively, which enabled the Force to provide greater protection to personnel travelling within Zone C. Further, to facilitate movement between Israel and the Force, and to limit wear and tear on these armored vehicles, the transfer facility in Nizzana, Israel, created last year, was expanded in May 2014 to facilitate the exchange of FAVs for soft-skin vehicles.

Movement, particularly in the northern Sinai, has been affected by militant activity, ARE security operations, and a government-imposed curfew. In general, MFO convoys were able to work within these restrictions. The primary impact of the curfew was reduced work hours for local Egyptian contractor employees and a reduced ability to conduct remote site repairs rapidly. To overcome the latter issue, there has been greater focus on training remote site personnel in equipment maintenance. For

security reasons, the Force also frequently restricted the use of roads, particularly in the northern Sinai, leading to the delay of logistics and maintenance convoys. Also, ARE security forces and, at times, local Egyptians advised MFO convoys against entering affected areas, to assist and ensure our safety. After militants shot down an ARE helicopter with a surface-to-air missile on 25 January 2014, the MFO adopted special flight procedures in the area with the most militant activity. As a result, the MFO has been conducting its biweekly reconnaissance missions only on the ground in this area. Overall, these restrictions have had limited impact on the MFO's ability to conduct its mission.

The unpredictability of the operating environment, and resulting delays or cancellations of vehicle movements, created a need for greater planning and flexibility to deal with more convoys, rescheduling work on upgrade programs, and shortening lead times for delivery/logistical resupply. There were also increased costs as a result of unexpected overnight stays at remote sites or border crossing areas, such as Nizzana.

The ARE Army continues to provide security outside North Camp and in the vicinity of several remote sites. Additionally, to ensure readiness for possible contingencies, the Force regularly reviews its Camp and remote site incident response plans. Since January 2014, the Force has conducted multiple tabletop and command post training activities to test procedures and prepare for possible emergency situations. This culminated on 29 June 2014, with the first live exercise conducted in the vicinity of Sector Control Center (SCC)-2. A result of these training activities has been enhanced communication between Force branches and individual units.

Adverse weather conditions and damaged road infrastructure also affected MFO operations, particularly ground movement. The United States Battalion (USBATT) AO was the most affected, with heavy rain and flash flooding in May causing washouts along the main supply routes in the vicinity of the Taba Canyon and Wadi Watir. The road to Observation Post (OP)3-2 was unusable, requiring helicopter resupply for the site until repairs were completed. For a short period, rotary wing

assets were the only means available to resupply OP3-1 as well. These road closures required the Colombian Battalion's (COLBATT) mobile observation teams and North Camp logistics elements to support OP3-1 and OP3-2 until the end of June. The Taba Canyon Road reopened for routine traffic in early August and contracted bus service between North and South Camps recommenced in mid-September, reducing the pressure on MFO aviation assets. It is currently predicted that the Nuweiba Canyon road will not reopen until early in 2015.

The past twelve months witnessed the first full year's use of a satellite-based CVTS which enhanced the situational awareness of the Force's Operations Center and improved our ability to manage and track MFO convoys and COU missions. In addition, the roles and tasks of Force elements were reviewed, leading to the closure of two remote sites, OP2-5 and OP3-8, with the concurrence of the two Parties, freeing resources to be reabsorbed into COLBATT and USBATT respectively.

Overall, the Force remains well-postured to continue its 'observe, verify and report' mission effectively while always ensuring safety in a challenging and unpredictable environment.

FP



During the last twelve months, the MFO found itself in a changed environment with increased militant activity, including the use of Improvised Explosive Devices (IEDs), armed militant checkpoints and, on at least one occasion, a surface-to-air missile. The escalation in militant activities and a corresponding increase in ARE security operations in the northern Sinai combined to create a challenging operating environment for the MFO. Although there has been no direct threat against MFO personnel or facilities as yet, the frequency and unpredictable nature of these activities increases the risk to us

from collateral fire or being in the wrong place at the wrong time.

The changing nature of the security environment necessitated an ongoing review of FP measures.

FP Projects

Thanks to the generous support of the United States and Australian governments, the MFO is able to maintain a special fund dedicated to FP requirements. We are particularly grateful for the increase in the U.S. Government's contribution this year which allowed us to expand efforts on the remote site upgrade program and to commence efforts to bring South Camp's perimeter fence to the same standard as that of North Camp. Throughout the year, Force personnel conducted periodic assessments of threat vulnerabilities, enabling us to prioritize the application of these funds to address key shortcomings across all MFO sites in the Sinai.

Details on key FP work undertaken during the year are provided in the Force Engineering Office (FEO) section of the Support Branch segment of this report.

FAVs

With the delivery in April 2014 of the last batch of the ninety FAVs donated by the U.S. State Department in FY 13, the Force FAV fleet consists of 138 vehicles. This number of FAVs ensures that all key missions within our AO and all passenger vehicle movements in the northern Sinai are conducted in armored vehicles with no single vehicle movements. This represents a significant boost to the Force's ability to protect its personnel against collateral small arms and shrapnel.

In addition, one cargo and five passenger vans from our existing fleet, were armored in FY 14 to extend the same level of protection to other ground movements. The MFO also purchased three armored 52-passenger buses. All these vehicles were received and are in service. The MFO also ordered five armored tractor trucks. The first of these vehicles arrived at North Camp at the end of October 2014, and we expect delivery of the others early in 2015. We are also looking at extending our fleet of



armored vehicles to include other heavy logistic vehicles (e.g., water and fuel tankers).

Remote Site Closures



In early 2013, the Force conducted a review of the role and utility of existing remote sites to determine whether it was possible to close any of these facilities without affecting our ability to carry out our mission. Following extensive consultation with both Treaty Parties, it was agreed to close OP2-5 and OP3-8, to transform OP3-2 to an unmanned communications site and to staff another remote site intermittently. To date, OP2-5 and OP3-8 have been closed and these sites have been handed back to the ARE. Work will commence on modifying OP3-2 to an unmanned communications

site in November 2014 and we expect to start work on the additional remote site in January 2015. Currently, the MFO operates 28 manned remote sites and two unmanned communication sites.

Naval Operations



During FY 14, the Italian Contingent's (ITCON) Coastal Patrol Unit (CPU), utilizing its three Esploratore class vessels, logged a total of 4,336 hours patrolling at sea, 1,330 of which were conducted at night.

The majority of CPU patrolling activity was conducted with vessels moored at the MFO buoy in the vicinity of the Strait of Tiran, thereby saving fuel and engine hours. An inspection program based on weekly, monthly and semi-annual checks, conducted by the crews and the ITCON divers, maintained the buoy.



In addition to its primary mission, CPU was able to conduct combined training with other MFO Contingents. This included the clearance of obstacles and checking for unexploded ordnance at the Tiran Island landing beach identified as the extraction point for OP3-11 personnel, rehearsing the evacuation of USBATT remote sites, and rigid hull inflatable boat exercises with USBATT personnel at South Camp. In addition, greater emphasis was given to combined operation planning throughout the year, including three Operations Conferences, one tabletop exercise and a command post exercise to execute a search and rescue incident. In this context, CPU assets proved they possess a high level of flexibility in accomplishing secondary tasks and providing support to other MFO Contingents.

Approximately 97 naval training activities were carried out. These routine activities focused on maintaining a high level of proficiency among the crews of the Italian Navy in order to react properly to emergency events like fires, floods, man overboard, steering breakages and other events. Great emphasis was given to tactical maneuvering, which occurred not only on a regular basis during the ships' patrolling handover at sea, but also at the squadron level. This specific activity validates and enhances the excellent seamanship of the Italian crews.

The overall efficiency and readiness of the CPU was high throughout the year, with only minor problems encountered. A consolidated maintenance cycle ensured that the three CPU vessels maintained desired operational capabilities. While *ITS Vedetta* was supposed to undergo planned maintenance in August 2014, this was postponed and will now be carried out in November 2014. In preparation, a preliminary maintenance site survey was undertaken by CPU, in conjunction with MFO Liaison personnel, in July 2014. The ability to delay the maintenance schedules of *ITS Vedetta* and *ITS Sentinella* bears testimony to the good condition of these vessels. Finally, the periodic scheduled rotation with the fourth Esploratore class vessel (to undertake third-level maintenance in Italy) did not take place this year due to the re-tasking of that vessel, the *ITS Staffetta*, for different duties. This rotation is postponed until further notice but will not hamper accomplishment of the MFO mission.

Air Operations



Fixed-Wing Aviation Unit

MFO FY 14 witnessed the replacement of the two U.S. Army C-23B Sherpas, provided by the National Guard, with the U.S. Army C-12 Huron and the arrival of the Czech C-295M CASA in November 2013. The Sherpas flew a total of 90.7 hours in FY 14 before returning to the United States in mid-November 2013. In January 2014, the MFO modified its flight procedures following the downing of an Egyptian military helicopter by armed militants.

Since its arrival, the C-12 Huron has established itself as a cost-effective, efficient, light transport aircraft. It is used primarily as the main COU aerial reconnaissance platform and also extensively for Liaison and Bilateral missions as well as support to the Force and MFO Rome Headquarters staff. In the current security environment, it is an important air asset for moving smaller groups of personnel throughout the MFO AO on short notice. Technical issues at the C-12 fleet in Stuttgart, Germany (the home squadron) resulted in maintenance problems and un-forecast aircraft downtime in March 2014 which led to mission cancellation due to the lack of a replacement aircraft. Despite this setback, the overall operational readiness rate for the C-12 this year was 90%. During the FY, the C-12 flew all of its allotted 330 hours, moved over 1,400 passengers and transported over 13,500 pounds of cargo.



The C-295M CASA established itself as the workhorse of the MFO, conducting 366 flights in which it moved over 8,540 passengers and transported over 442,530 pounds of cargo. An extremely versatile aircraft, the CASA has been used for all types of air missions: Bilateral and Liaison meetings, COU reconnaissance missions and, most importantly, contingent rotations. During the months of May-July, with washed-out roads in the southern Sinai, the CASA was heavily engaged in transporting personnel and materiel between North Camp and South Camp. As a result of contingency operations and a need for additional flights following a change in Battalion rotation schedules, an additional 72 flying hours were needed in FY 14 resulting in a total of 534 flying hours. This highlights an ongoing requirement for an “airbridge” between the MFO’s two Camps, moving personnel and supplies during times when ground transportation is difficult, as has been the case on a number of occasions since September 2012 and particularly since September 2013.



Rotary Wing Aviation Unit (RWAU)

The RWAU consists of a fleet of eight UH-60A Blackhawk helicopters. Ordinarily the workhorse of the Force, they had a reduced serviceability rate this year which led to a reduction in use and increased reliance on our fixed-wing assets. The CASA and the C-12 were both able to step in and assume some of the cargo/personnel flight requirements.

The primary reason for the reduced serviceability rate of the Blackhawks was a lack of parts availability, due to U.S. Army funding and supply issues. Also, the age of the aircraft and their mandated maintenance requirements resulted in only five to six airframes being mission capable at any one time.

This FY, the UH-60A fleet flew 1,206 of its budgeted 1,550 hours, a reduction of 22%. The most urgent mission for the RWAU remains medical evacuations, of which 19.5 hours were flown in FY 14.



Flight Following

During the past FY, the Flight Following (FF) Section, consisting of four Canadian Aerospace Operators, provided FF and air advisory services to 5,766 MFO air traffic movements (1,540 movements for the C-295M CASA; 2,583 movements for the UH-60A Blackhawks; and 1,643 movements for the C-12 Huron).

In addition, advice was provided to 130 non-MFO air movements. FF maintains close communication ties with Egyptian and Israeli air traffic controllers, via landlines and the Aeronautical Fixed Telecommunication Network, to obtain and provide quick, current and accurate information for all MFO aircraft to complete their missions. New equipment, such as the CVTS, which was also installed in our fixed-wing aircraft, and the U.S. Army Blue Force Tracker (BFT) for rotary-wing aircraft, provide a digital picture that FF uses to



monitor movements and identify locations of air assets that fly in and out of North and South Camp. The BFT has encountered some initial problems when used with RWAU assets, necessitating contractor support. The section is also responsible for inspecting runways to identify any possible hazards and dangers that may reduce the safety of MFO flight operations.

FF also closely monitors local air activity to ensure de-confliction. The increase in ARE flights in the MFO's AO over the last couple of years has increased the need for notification and coordination to resolve safety-of-flight concerns.

Training



The Force Training Team (FTT), consisting of military personnel from New Zealand (eight), Canada (one) and Australia (one), provides training, support, coordination and training validation to the MFO. The FTT focuses its effort on three distinct areas: Operational Evaluation, Individual Training and the planning of Force Competitions. Specifically, the FTT plays a key role in the maintenance of Operational Excellence, Safety and FP, which greatly contribute to the performance of MFO personnel.

Operational Evaluation

During the reporting period, the FTT increased its focus on Operational Evaluation. Remote site snap inspections were carried out within a month of a new unit's arrival in theater. These checks ensure that remote sites are operating in accordance with the Force's standard operating procedures. Unit-level readiness checks were conducted in October 2013 and February 2014 and were designed to evaluate a unit's ability to react to an "in-extremis" situation. The FTT also commenced a series of command post exercises to train the Force's Operations Center for situations such as a large-scale search and rescue operation in the Gulf of Aqaba, a mass casualty situation at a remote site or an attack against an MFO convoy. While there are always opportunities for improvement, these exercises illustrated that the Force is capable of effectively managing a critical event.

One of the roles of the FTT is to initiate and review Camp-wide rehearsals of the North Camp emergency response plan. Conducted every six weeks, they involve all North Camp personnel responding to a simulated threat. The rehearsal has personnel first 'take cover' before moving to a 'muster point' while the Camp's emergency response team (consisting of FIJIBATT, COLBATT, and USBATT personnel) moves to secure the perimeter.

The FTT also conducted research into the marking of MFO vehicles, focusing on how to identify them better at a distance. The Team's recommendations were accepted and implemented. The new vehicle markings consist of a large field colored "International Orange" surrounding the MFO symbol.



Individual Training

The FTT continually develops its training to stay relevant in the current operating environment. The

Site Commander's Course was fully reviewed and updated. Additions included an emphasis on security and coordination between the site tower, bunkers and the command post. Operations Instructors also reviewed and further developed the Convoy Course to align it to the current environment. To ensure the currency of course material taught to new MFO members, FTT instructors will teach the new content. Once changes to the Convoy Course are finalized and successfully applied, there will be a switch back to "training the trainers" and having Unit Instructors take the course and then implement further training.

Due to the increase in FAVs at the Force, there was a greater demand for the FAV Course. To cope with this, the FTT asked each contingent to look critically at its overall licensing requirements; as a result, 20% fewer licenses were issued (compared to the previous year) without losing operational effectiveness. This allowed the FTT to focus on qualifying personnel to drive the FAVs, resulting in an increase of 350% in the number of qualified FAV drivers compared to the previous year. The FTT also developed an Evasive Driver Training Course for FAV drivers which focused on improving their skills to avoid and evade dangerous situations.

Operations Courses	FY 13	FY 14
Personnel qualified as Duty Investigators	55	54
Personnel qualified to command an MFO Remote Site	104	138
Personnel qualified to oversee MFO shooting ranges	94	101
Personnel qualified to effectively operate an MFO convoy	54	148
Personnel qualified as Convoy Course Unit Instructors	47	14
Driving Courses	FY 13	FY 14
Personnel licensed	1,115	898
Personnel qualified to drive MFO buses	23	26
Personnel qualified to drive FAVs	157	550
Personnel qualified as Unit Driver Trainers	41	26

Table 1: Comparison of Training outputs: FY 13 and FY 14

As May 2014 was a particularly busy month, with USBATT, FIJIBATT, COLBATT, AUSCON and NZCON all undergoing rotations, New Zealand generously extended the tours of some of its FTT members to ensure that adequate personnel were on hand to deal with the additional training required during the period immediately following these rotations. In June 2014, the FTT sent training teams to Fort Hood, Texas to assist with training the next incoming USBATT. Experience shows that this results in an effective and speedy handover for USBATT units as they conduct a 100% turnover in only five days.

Training outputs for the reporting period are summarized in Table 1.

Competitions

The FTT facilitated the planning and execution of Force Driver Skills Competitions in February and August 2014 and Force Skills Competitions in March and September 2014. Both competitions provide an opportunity to evaluate the Force in key core competencies relevant to the MFO Mission. The success of the competition correlates directly to the support provided by all MFO Troop-Contributing Nations. The Force Skills Competition included the following categories: Rules on Use of Force, Combat Lifesaving, Recognition and IED Detection, Obstacle Course and Shooting. The Driving Skills Competition included Theory, Safe and Skilled Driving, Convoy Drills and Vehicle Servicing. See Tables 2 and 3 for competition results.

March 2014	Place	Minor Units	Major Units	Overall Winner
	1st	NZCON	USBATT 1	NZCON
	2nd	HUNCON	FIJIBATT	USBATT 1
	3rd	CANCON	USBATT 2	HUNCON
September 2014	Place	Minor Units	Major Units	Overall Winner
	1st	AUSCON	USBATT 1	USBATT 1
	2nd	ITCON	FIJIBATT	FIJIBATT
	3rd	NZCON	USBATT 2	USBATT 2

Table 2: Force Skills Competitions Results

February 2014		August 2014	
Contingent	Place	Contingent	Place
NZCON	1st	NZCON	1st
FIJIBATT	2nd	FIJIBATT	2nd
HUNCON	3rd	USBATT	3rd

Table 3: Force Driver Skills Competitions Results

Safety



Force Safety, particularly driver safety, is one of the MFO's primary concerns. With the introduction of many new FAVs at the Force, training has been adapted to prepare drivers for the different handling characteristics of the heavier and more cumbersome vehicles. In addition, because of increased weight, the stopping distance of these vehicles is increased by about 30% when compared with non-armored vehicles of a similar type. Therefore, we have reduced the speed limit for FAVs to 80 km/h (50 mph). With regard to driver performance, the Force Safety Officer receives automatic warnings by email from the CVTS when vehicles exceed the pre-set speed limit. Furthermore, if needed, the Force can obtain a detailed report on driver performance from the vehicle's DriveRight System.

This FY, the Force Safety Officer prepared a one-day "Introduction to Health and Safety" course for the employees of our Single Support Services labor subcontractor, Care Services (CS), who work in the FEO. The course was based on one prepared by the British Safety Council and was designed to improve understanding of and compliance with site safety procedures.

COU

Providing accurate, comprehensive and timely reporting on its verification and reconnaissance findings remains the focus of the COU mission. Sinai security conditions continue to be the largest challenge affecting the Unit's overall mission profile, its staffing patterns and its logistical arrangements (both internally and with the Parties' liaison agencies). In the face of this challenge, the COU remains highly successful in executing its mandate to observe, verify and report on the security arrangements of the Treaty of Peace and other security agreements made by both Parties, as highlighted by the successful completion of 24 verification missions during a particularly demanding reporting period.

The only Force element that regularly transits all four Treaty Zones, the COU, with assistance from Force Operations, Egypt's Liaison Agency with International Organizations (LAWIO), and the Israel Defense Force Strategic Division (IDF SD), regularly assesses potential threats in its mission area. However, the existence of such threats has not impeded overall mission success. In response to militant activity and ARE security operations in the Sinai, the COU often undertook lengthy detours and arranged alternate overnight locations to ensure that Observers remained as safe as possible while in the field. Currently travelling with FIJIBATT escorts in the Sinai and in newer FAVs, the COU's security posture is continuously under review.

With the assistance of its LAWIO and IDF SD partners, the COU frequently assesses its mission profiles, or preferred routes for completing missions. Last year, following a marked increase in militant attacks and active operations in the north Sinai, COU successfully experimented with positioning half of the team at South Camp. This past year, security restrictions regarding the use of Highway 40, the closures of Wadi Watir and

the Taba Canyon Road due to flooding, and impassable sand drifts across Bir Gifgafa and other roads, have each prompted planned or last-minute changes to preferred routes. After an Egyptian military helicopter was downed by a shoulder-launched surface-to-air missile, the MFO determined that it was prudent to suspend aerial reconnaissance missions over the Border Guard Force (BGF) AO. Consequently, BGF AO reconnaissance missions are now completed on the ground in FAVs.

In order to meet the challenges of these new security realities and of monitoring the continued deployment of Israeli-concurred Egyptian Forces in Treaty Zones B and C, the COU has increased its staffing from nineteen to twenty members and created two new positions, the Reports Officer and the Mission Control Coordinator. The former focuses primarily on the MFO's expanded reporting program to the Parties, while the latter manages information flow and logistics. The COU also reinvented its training program to increase the speed at which new Observers are trained on missions, restructured the weekly training program so that information is

standardized, and, in tandem with the FTT, introduced on-line training opportunities. In addition, the COU has partnered with FTT to create a hands-on program to develop, improve and refresh skills necessary to operate safely under wide-ranging road and security conditions.

The COU also continues to partner effectively with several other Branches across the Force, addressing security and other concerns:

- The COU receives periodic training from the Force Medical Element in essential medical skills needed to stabilize injured individuals while awaiting first-responders.
- When commercial gasoline shortages became an issue, the Uruguayan Transport and Engineering Unit began refueling COU vehicles in the field.
- The Unit worked closely with Force Operations to increase its pool of FAVs.



COU with Czech CASA C-295M

- With help from the Force's Information, Communications and Technology Branch (ICT), additional computer workstations were added for the COU's new staff.
- COU is currently working with the Camp Commandant and the FEO to open a new storage facility to better organize and access required equipment and supplies.
- COU built positive working relationships with the crews of the Czech CASA and the U.S. C-12 aircraft, both of which have proven to be extraordinarily adaptive in facilitating COU reconnaissance requirements.

The COU looks forward to another year of challenges and solutions, building on its reputation for excellence and meeting the changing demands of the mission environment.



Civilian Observers with an Egyptian Liaison Officer

in carrying out the MFO's mandate to 'observe, verify and report'; and **enabling cooperation** through the organization and hosting of regular meetings.

In line with these pillars, during the past year, Liaison:

- Developed an engagement plan, discussed in greater detail below, to guide its efforts and foster dialogue and relationships with outside agencies.
- Worked closely with LAWIO in Rafah, Sharm el Sheikh, Taba and Cairo, and with the IDF SD in Eilat, Re'im and Be'er Sheva, as well as with customs and immigration officials in both countries, to provide support on a wide range of administrative matters including border crossings, customs matters, obtaining Egyptian identity cards, contingent rotations, facilitating visits to the MFO, and vehicle movements and the safety of routes. The Force Commander's Change of Command ceremony at the beginning of March 2014 required extensive coordination with both Liaison systems. In particular, we wish to thank LAWIO for the excellent support it provided to help make the event a great success.
- Continued to coordinate and manage the Agreed Activity process between the two Parties.

Liaison

Maintaining Good Relationships, Building Trust and Enabling Cooperation

An integral part of the Force, the Liaison Branch operated with great efficiency in 2014 to ensure the continued success of the MFO mission.

Liaison's activities are based on three "pillars": ***maintaining good relationships*** with both Treaty Parties through regular communication to promote and facilitate understanding; ***building trust*** through a demonstrated commitment to impartiality, reliability and transparency



South Camp *iftar*, 8 July 2014

- Facilitated Bilateral Meetings, whose success drew on all branches of the MFO, on 20-22 October 2013 in Cairo, 9-14 March 2014 in Tel Aviv and Eilat, and at North Camp on 27 April 2014, 2 June 2014, 22 July 2014, and 8 September 2014, and a meeting of the Joint Military Committee (JMC) on 4 March 2014. The JMC and Bilateral Meetings were conducted in the same productive atmosphere as in previous years. The Treaty Parties view these meetings as a useful instrument for relevant subject matter specialists to discuss emerging concerns.
- Coordinated meetings between the Force Commander and the chiefs of LAWIO and IDF SD on a regular basis to deal with existing concerns and/or issues.
- Facilitated other meetings as requested by the Treaty Parties or the MFO. In March 2014, the Force Commander and MG Ossama visited the Governor of North Sinai, and in May 2014, the Force invited the Northern Sinai Chief of Intelligence to North Camp to speak on the security environment in the northern Sinai. The latter official gave a useful and informative brief and answered questions from Force members. Input from such experts is essential for the MFO to maintain a necessary level of situational awareness and will be pursued as a routine activity.

Engagement Plan

The Force engages with a range of Egyptian and Israeli agencies on a number of levels to achieve its key tasks. Deliberate coordination of these activities in an annual plan has the potential to build stronger and more effective relationships. Constructive communication is a low-cost resource for the MFO to draw upon in the pursuit of its mission. The Liaison Branch's engagement plan allows it to implement Force objectives through a precise process which respects the three pillars. The aim of this effort is to develop a Force-wide engagement plan that captures activities, promotes synchronization, reduces redundancies, and ensures the Force speaks with "one voice."

Engagement efforts this past year include continuing regular face-to-face meetings with respective Liaison offices in LAWIO and the IDF SD. In addition, the MFO participated in an IDF SD Liaison course in Tel Aviv from 17 to 26 November 2013, provided briefings at an IDF SD course on 4 February 2014, held an *iftar* at South Camp on 8 July 2014 for regional authorities and another smaller *iftar* at North Camp on 22 July 2014 that was attended by LAWIO and IDF SD.

As part of its efforts to speak with one voice, the Force Liaison Branch organized a conference at North Camp, from 8 to 9 September 2014, with representatives from the MFO's liaison staff at the Director General's

Representatives (DGR) offices in Tel Aviv and Cairo. Participants gave presentations, led discussions, and otherwise shared information about their common Liaison work. Finally, the Chief of Liaison now participates in each MFO Newcomer's Brief to outline to each new arrival, his/her important role in maintaining trust among Egypt, Israel and the MFO.

The DGR Office in Cairo

With improvements in the Cairo security environment this year, the Cairo office was better able to carry out business on a routine basis and expand its contacts with commercial vendors. Moreover, the office completed several planned upgrades to its facilities, providing

a safer and more secure environment for staff and visitors. In addition to security upgrades, other infrastructure improvements to critical Cairo-based support operations include water and power augmentation.

Liaison

With the addition of the Czech C-295 and U.S. C-12 airframes to the MFO's fixed-wing fleet early in the FY, the capacity of the Force to transport troops, civilians and official visitors safely between North Camp and Cairo was greatly enhanced. This was of particular importance as the direct overland route between Cairo and the Sinai has not been in use since June 2013, necessitating the use of more costly and circuitous travel routes to and from North Camp via Sharm el Sheikh Airport. Over the past year, Cairo Liaison staff facilitated the movement of over 65 troop rotations transiting Cairo airport. Moreover, the Liaison Section coordinated a record-breaking 160 fixed- and rotary-wing airbridge support requests between the Sinai and Cairo with Egyptian customs, immigration, civil air authorities and the Ministry of Defense. The 870



MFO Liaison Staff Conference at North Camp with personnel from the Force and both DGR offices

man-hours dedicated to this activity equates to an almost two-fold increase over the previous reporting period.

Administration

With Cairo resuming its role as the main gateway for troop rotations and official visitors to the Force, the Cairo Administration Officer was able to secure safe and affordable accommodations in close proximity to the airport with new vendors that offered a 65% reduction in accommodation rates, negating the need for costly local transportation contracts normally associated with other area hotels. Arriving troops and visitors now have a consolidated transit and accommodation point that allows for secure, economical transits to and from the Force.

Finance

The Cairo Finance Office continued its quest to identify new banking solutions that meet the challenges of doing business in the Sinai. This past year, we worked to increase the pool of interested Egyptian banking institutions ready and qualified to service the MFO's unique banking requirements, and equipped with new technological solutions and banking facilities that will provide more reliable money transfers and retail banking transactions at our Camps in the Sinai. Despite foreign currency issues facing some banking institutions in Cairo, the Finance Office, through its long and established presence and contacts with local banks, was able to process 2,773 consolidated vendor and banking transactions totaling over \$15M without interruption or delay.

Procurement

The logistical hurdles faced by the Cairo Procurement team this year were significant but not insurmountable. The Procurement staff worked tirelessly to ensure that key multi-year infrastructure upgrades currently under way at North Camp were fully supported by our Cairo-based contractors and support staff. The emphasis on this particular effort was instrumental in allowing FP projects and North Camp electrical wiring upgrades to continue unabated. Additionally, the timely delivery of critical fuel supplies and essential foodstuffs remained the main focus of the Procurement office. Despite the security issues affecting certain parts of the Sinai, the Cairo office worked

through the challenges with its key suppliers, providing critical materials essential to the continuity of operations and life support for our forward-based operations.

The DGR Office in Israel

The MFO Israel Office provides logistical and procurement support for the Force, and maintains a continuing dialogue with diplomatic, military, and governmental authorities in Israel, including all security agencies, police, air traffic control and customs.

As the border is subject to more volatile change due to the security situation, the management of logistics movements to the Force requires close monitoring of border crossing conditions, coordinating advance notification of planned personnel and vehicle crossings, and reporting on border closings and restrictions. Special attention was required during recent military activities in Gaza, when border movements were limited to certain hours.

The MFO Israel team of dedicated procurement and logistics specialists continues to support the Force with routine and emergency requirements that include frozen, chilled and dried food; automotive and equipment parts; engineering, plumbing, electrical and carpentry supplies; communications and IT parts; medical supplies and equipment; kitchen supplies and equipment; and a wide variety of other products needed for daily use.

During the past year, the MFO Israel Office handled approximately 22,000 requirements, issued approximately 5,000 purchase orders, arranged delivery of products from both local and overseas markets, and disbursed payments to vendors and shippers. Approximately 2,000 customs

files were handled from both seaports and airports for the importation of civilian and military shipments.

The MFO Israel Finance Department disbursed \$10M and an equal amount in shekels, making 7,000 payments in checks, credit cards and bank transfers.

Major activities this FY included procuring specialized armored vehicles for the Force (buses, vans for passenger and cargo use, and tractor units for tractor-trailer trucks) and additional ballistic towers, shelters and vehicle barriers. In addition, support was provided for the IDS purchase and for the two Camps' reverse osmosis water purification plants.

We have had a very positive experience with a transfer facility, opened in September 2013, at Nizzana on the border with Egypt where we:

- Transfer fully loaded trailers from local Israeli suppliers, as well as overseas freight, which have been brought to Nizzana by MFO Israel drivers, to Force drivers and their tractor units;
- Transfer passengers and cargo from FAVs and other armored vehicles used in Egypt to soft-skin vehicles used for journeys in Israel (as of April 2014); and
- Secure FAVs and soft-skin vehicles within a gated facility when not in use.

As part of this initiative, we employ two professional truck drivers to move tractor-trailer units within Israel, primarily between our transshipment facility located near Ben Gurion airport and the Nizzana transfer facility. This increased overall efficiency and safety and allowed



Nizzana Transfer Facility

the Force to focus its military drivers on the route between North Camp and Nizzana, which is challenging both because of security issues and deteriorating road conditions.

MFO Contracts

MFO Contracts are overseen by Rome Headquarters and managed in the Force by staff who work in conjunction with the procurement staff in the DGR Offices.

At the Force, Contracting staff was involved with some 21 service and project contracts with a combined annual cost in excess of \$14M, of which the MFO's Single Support Services Contract with Holmes and Narver Services Incorporated (HNSI) accounted for some \$12M. HNSI is part of the government service arm of AECOM (Architecture, Engineering, Consulting, Operations & Maintenance) and provides technical supervisors for catering, fire prevention and facilities maintenance. HNSI also manages the labor subcontract with CS that provides Egyptian workers who assist in the above areas supervised by HNSI together with those supervised by the MFO, such as vehicle maintenance, supply and warehouse operations, and accounts.

The MFO has a very positive working relationship with HNSI and its new Program Manager, appointed by AECOM in March 2014. Based upon HNSI's performance, the MFO has invited HNSI to submit a proposal for a further two years following the expiry of the present contract in September 2015.

CS continued to support the MFO despite ongoing transportation difficulties in the area around North Camp. In September 2014, for example, the CS attendance rate was 95%, which compares very favorably to the 97%

attendance rate before the recent troubles (September 2008). Working around the 4pm to 6am curfew, CS workers now start at 7am and take shorter breaks so that they can do a full day's work. Staff who work early and late shifts in the Main Dining Facility continue to overnight on North Camp, thereby ensuring that the MFO does not have to seek extra-ordinary assistance from its own military and civilian personnel. Following policies established in the 2012 contract with HNSI, the MFO continues to track rising costs in Egypt and ensures that CS workers' wages keep pace with inflation.

In total, the MFO provides on-camp accommodation for approximately forty Egyptian workers employed by Cairo-based construction contractors as it is considered unsafe for them to return to local accommodations each evening.

The number of Bedouin workers employed by CS who fill MFO positions has increased to 225, representing a 16% increase over the last two years.

Contracting staff also arranged for the survey and maintenance of the MFO's 28 communications masts and prepared a contract for the construction of two new masts, one at each Camp. Although the survey and repair of the existing masts is ongoing, the start of the construction project by an Egyptian Contractor has been delayed, as stated earlier, pending approval from Egyptian Authorities. In addition, Rome Headquarters competed its external audit contract and achieved a 15% reduction in costs. The Force Contracts Office will compete its banking services contract later this year.

Management Review

The MFO also carried out the most comprehensive review to date of vehicle maintenance at the Force and related staffing. The review was only possible because of detailed records maintained in the SAP enterprise resource-planning database. The review established that the Force Vehicle Maintenance Facility (VMF) has adequate manning to maintain the new FAV fleet, but that this should be monitored as the fleet ages and the vehicles require refurbishing. The review checked the maintenance records for almost every MFO vehicle in

the Force, made recommendations for improving data processing that will lead to better vehicle maintenance and highlighted some problems with current maintenance procedures.

Support Branch

FY 14 was another challenging year for the Support Branch, with the deteriorating security environment in the northern Sinai continuing to hamper Force movements, especially contingent rotations and support efforts for both Camps and remote sites. Security-related restrictions and a curfew affected not only the Force's movements but also those of our Egyptian vendors supplying North Camp, CS staff and local contractors attempting to arrive to work safely. Equally, it made engineering and contract support efforts more difficult. As a result, the Branch had to juggle priorities and change schedules. Amid these security challenges, Support Branch also had to contend with further disruptions to its municipally supplied water. Despite this, the Support Branch sustained the Force throughout the past year, enabling it to continue carrying out the mission at all times.

The Support Branch's number one priority remained the completion of FP projects and upgrades at North Camp and remote sites. At North Camp, perimeter security enhancements were completed with the addition of a close mesh fencing material to the inner perimeter fence, designed to delay the deliberate breach of our fence line, and the installation of an IDS.

Disruptions in the municipal water supply to North Camp resulted in extended periods of water usage restrictions over the past two years. This prompted the Force to establish six wells on the Camp. During the last year we installed a reverse osmosis water treatment plant to make the water from these wells usable. This will augment the municipal water supply and allow the Force to sustain the Camp temporarily during any future periods of disruption. The Branch is currently working to address well productivity issues, including silt and sediment problems, and overall management of the wells and the reverse osmosis treatment plant.

The following sections highlight some of the accomplishments of the Support Branch team during an exceptional year. Particularly noteworthy efforts include:

- completing remote site upgrades to SCC-2, Checkpoint (CP) 3-C, SCC-5 and CP1-C;
- commencing upgrades to CP1-A;
- successfully de-commissioning OP2-5 and OP3-8;
- starting work to transform OP3-2 into an unmanned communications site and transition another remote site to a communications site, periodically manned by USBATT;
- raising the percentage of accommodation buildings rewired on both Camps to more than 40%, using a combination of local contractors and MFO electricians;
- completing construction of a five-meter-high chain-link fence around the North Camp airfield to protect rotary- and fixed-wing assets from possible rocket-propelled grenade (RPG) fire;
- continuing the multi-year refurbishment and reroofing program of the 30+ years old barracks on both Camps;
- utilizing MFO air assets to move personnel and visitors between North Camp and Cairo via Sharm el Sheikh;

- implementing the recently established cargo transfer facility at Nizzana, Israel; and
- moving more than 7,000 passengers via ground or air transportation assets.

Force Engineering Office

The Force Engineers had a very busy but successful year. FEO facilities staff continued refurbishment projects and remained vigilant for problems arising from the aging MFO infrastructure in the Sinai. Attending to maintenance issues was challenging due to the imposition of a curfew in the northern AO, which reduced the number of hours local contractor staff was available to the MFO, and to security concerns periodically hampering convoy movements.

Working with local contractors and an HNSI team, the FEO Projects Section increased output and ensured the completion of essential work while operating within tight budgetary constraints.

The MFO's multi-year plan to refurbish remote sites takes into account both FP needs and quality-of-life considerations. All FP enhancements are undertaken with FP funding, while other work is funded from the



Delay Fencing, North Camp

MFO's operating budget. Over the course of FY 14, work expanded considerably with the establishment of additional FP requirements. This included the installation of improved fencing and access gates at all remote sites and the introduction of delay fencing at CP1-C, CP1-D, CP1-F, SCC-2, OP1-5, OP1-8, Temporary Observation Post 1-H, and SCC-3. All remote site fences have now been replaced, including a new five-meter fence at CP1-A, near the Rafah border crossing. In addition, sea defenses were built at SCC-5 to prevent wave erosion.

Working with the Operations Branch, FEO assisted with planning the refurbishment of eight sites and the subsequent modification of four sites in FY 14. Work at CP1-C and SCC-5 was finished this year and construction at CP1-A is nearing completion. All refurbished sites had ballistic concrete walls placed around their buildings, new observation towers, and new accommodation units. Minor additions to the original project scope were essential at some sites and included improving the protection around fuel tanks and electrical generators. As part of the work carried out at CP1-C, new barriers were installed to provide the site with additional IED blast protection. We are currently assessing whether similar measures should be taken at other remote sites.

In addition, FEO assisted with the decommissioning of OP2-5 and OP3-8, and work is underway at two OPs to transform one to an unmanned communication site and the other to a partially manned communication site.

Over the last two years significant upgrades were made to the perimeter of North Camp, including the installation of a delay fence and IDS, as noted earlier, adding ballistic towers, improving perimeter lighting, supplementing perimeter protection of the aviation area with blast walls and RPG fencing, enhancing blast protection at the main entrance and adding anti-stoning protection to these features. The requirement to prioritize enhancement of North Camp's FP posture in light of the challenging security environment in the northern Sinai has caused us to delay enhancements to the perimeter of South Camp. We currently anticipate this work to commence in 2015.

The successful completion and cost-effectiveness of many FEO projects are due to the support of the

Force Engineering Unit (FEU), largely comprised of heavy machinery operators from Uruguay using Force equipment. While this unit is small in number, with only twelve soldiers and one officer, their yield is great. This FY they assisted in supporting remote site upgrades, FP installations such as HESCO barriers, ground works on North Camp, rebuilding access roads to remote sites and other projects. Following abnormally heavy rains in May 2014, the FEU provided emergency assistance to several MFO locations by re-opening supply routes that were otherwise accessible only by air.

Notable ongoing projects this FY include the multi-year barrack refurbishment effort, with seventeen buildings completed: thirteen at North Camp and four at South Camp. In addition, the roofs of twenty barracks were replaced: sixteen at North Camp and four at South Camp. Building rewiring continued with fifty structures at North Camp (two three-storey accommodation units, 33 houses, thirteen single-storey barracks and two office buildings) and four single-storey accommodation units



Reverse Osmosis Plant, North Camp

at South Camp. Electrical rewiring work is being carried out with money from the Capital Asset Replacement Fund (CARF) and is expected to continue through FY 15. After that, remaining rewiring work will be carried out with funding from the operating budget.

Other significant projects carried out this FY focused on improving the MFO's ability to cope with emergency situations at North Camp. This included the installation of a reverse osmosis plant for emergency water production, the installation of a new switch gear at one of the main electrical substations, the replacement of several food freezer units in the procurement warehouse, and emergency repair work to the petroleum retail dispensing point. Replacement of the tanks and piping at the dispensing point will continue in FY 15 due to the extent of corrosion found.

Force Vehicle Maintenance Facility (VMF) ▼

This FY, VMF personnel achieved a mission-capable rate of between 90% and 93%.

While the vehicle fleet temporarily increased from 560 to 668 vehicles with the addition of 108 FAVs between August 2013 and February 2014, this was offset by a decrease in the number of unarmored vehicles following a comprehensive vehicle review. The purpose of the review was to align the fleet size to meet the current mission profile given new FP measures. As a result of the review, the current authorized fleet size is 579 vehicles and more than 120 vehicles were earmarked for sale. Of those, 22 were sold in FY 14 yielding approximately \$194K. The remainder of the vehicles will be sold in FY 15.

The ninety FAVs donated by the U.S. State Department to the MFO in FY 13, have been assimilated into the vehicle fleet, allowing some older FAVs with high mileage to be refurbished to extend their service life. As Suburban FAVs rely more heavily on computer control

and monitoring systems than many other vehicles in the Force, vehicle maintenance procedures had to be updated to place more emphasis on the performance and functionality of the software installed in these vehicles. Also, to improve vehicle safety, upgraded brakes and shock absorbers are being fitted in these vehicles when serviced.

Finally, all vehicles operating in the Sinai are now equipped with the CVTS.

Force Supply and Procurement (FS&P) ▼

As a result of the dynamic security conditions in the Force's AO, we experienced some reluctance by local vendors to deliver goods to North Camp and increased costs. Some vendors even came under fire and their vehicles were damaged. However, only our vendor contracted to deliver bottled water to North Camp decided against travelling again to the Sinai. The DGR Office in Cairo was able to arrange for the delivery of bottled water through the MFO's own line haul contractor instead, and to date this arrangement has worked quite well, avoiding the need to purchase bottled water from a more expensive vendor.

Our CS staff, and many of our Egyptian contractors, continued to demonstrate their dedication to the MFO by arriving for work despite the unpredictable security situation. Unfortunately, some of these personnel were caught in these events, underscoring the danger to our Egyptian colleagues. In May 2014, a fireman at South Camp sustained superficial burns when an IED detonated near the bus he was riding in south of el Tor. Though delayed by the incident, the fireman endeavored to report to work the same day. Also in May, an off-duty

CS employee was shot in the leg at his residence in el Arish. He returned to work in the Main Dining Facility two weeks after the incident after fully recovering from his injury. Most tragically, an off-duty CS worker was killed by a militant mortar attack in el Arish in July 2014. He had worked as a painter at North Camp since 1988.

We experienced flooding in early May which resulted in road washouts in the southern AO. Given the limited road network in areas of the Sinai, some locations were cut off until roadways were cleared and reopened to traffic. OP3-1 and OP3-2 required resupply by air for a two-week period following the flooding in May. Roads were damaged in both Taba and Nuweiba Canyons during these storms, completely blocking the MFO's main north-south access road within Zone C for over four weeks, and our standard freight-hauling route between North and South Camp for up to six weeks. Fortunately, by working closely with our line haul contractor and running extra truck missions weekly, the resupply of South Camp was possible utilizing routes which remained open along the Gulf of Suez.

Fuel resupply improved this year, but was inconsistent at times. Working directly with the DGR Office in Cairo, FS&P staff were in close contact with fuel delivery drivers to advise them of local road closures or active operations and to provide them with alternative routes, if needed. This enabled the Force to maintain diesel tanks at a steady 87% during the first half of the year. In May 2014, a stray round was found embedded in one of the bulk diesel tanks on North Camp. At the time, the tank was almost full with approximately 476,400 liters. Fortunately, the round acted as a plug and there was no significant loss of fuel. The Force was able to pump fuel to other tanks and remove the round. A commercially available patching product was identified to repair the resulting hole without the need to fully empty the tank. The tank was repaired within seven days and restored to full use.

Inventory

Inventory results for vehicle spare parts, facilities maintenance materials, fuel and general stores showed an improvement for the third consecutive year. For a net stock value of \$5.7M at North Camp, the inventory

resulted in an increase in value of \$3.5K, or a difference of 0.06%. At South Camp, the difference between book and actual value was only \$8.97 on a stock value of almost \$1M. Each result improved upon FY 13 by approximately 0.05%.

Force Transportaion Office (FTO)



Despite security restrictions in the MFO's northern AO, weather-related impassable routes in the southern AO, and border closures during Israel's Operation Protective Edge, the FTO successfully facilitated travel among the MFO's four regional nodes: North Camp, South Camp, Cairo and Tel Aviv.

As more routes are deemed off-limits or restricted, we continue to lose the flexibility needed to move personnel and equipment as efficiently and effectively as possible. As a result, fixed- and rotary-wing air support are more heavily relied upon to move passengers and cargo, and to resupply areas that are unreachable on the ground. Currently, most transportation between Cairo and the MFO's two main Camps is conducted by air (either commercial air via Sharm el Sheikh, MFO air assets or a combination thereof).

Notwithstanding a greater use of air assets, the operational tempo on the ground remained high this past year. Along with convoy requirements, this placed pressure on the availability of drivers and vehicles due to the lack of recovery time, as crews and vehicles were constantly on the road. The transfer facility in Nizzana, Israel assists in reducing this strain by positioning equipment and merchandise destined for North Camp closer.

During FY 14, FTO successfully coordinated the movement of 12,761 passengers (8,039 by air and 4,722 by ground) and 8,237 vehicles among the MFO's regional nodes.

Camp Commandant



Major achievements for the Camp Commandant's Office this year include furnishing refurbished remote sites, preparing living quarters and work space for the additional Czech Contingent members who arrived in conjunction with the CASA aircraft, establishing dedicated accommodation for CS workers required to remain on North Camp overnight, making ready seven new trailers for civilian personnel and furnishing the Nizzana Vehicle Exchange.

To assist the FEO with accommodation refurbishments and the rewiring project at both Camps called for a significant effort from the Camp Commandant's Office. Each building required vacating, with personnel moved into temporary barracks, their personal property removed and furnishings covered and protected or removed prior to the start of work. At the completion of work, final cleaning and unwrapping or moving of furnishings back into the newly renovated building was necessary. Timely accomplishment of these multiple moves was vital to keeping the phased work on schedule. Additionally, the Camp Commandant's Office played a key role in a range of FEO facility undertakings at both Camps this past year, including work at two three-storey barracks, 22 single-storey barracks, 33 houses and two office buildings.

Finally, Camp Commandant staff put in place a new program to refurbish consumer electrical goods, such as kitchen appliances, clocks, televisions and DVD players, leading to a reduction in new appliance purchases and thus to cost savings.

Aviation Supply and Maintenance (AVSM)



The AVSM section, an element of the U.S. 1st Support Battalion's (1SB)



Aviation Company, manages aviation parts in support of eight U.S. Army-contributed Blackhawk helicopters conducting split-based operations at both North and South Camp. U.S. Army funding for aviation repair parts throughout the first and second quarter of FY 14 was delayed. Despite this, AVSM was able to complete two of five phase maintenance inspections, in addition to all unscheduled maintenance on the helicopters.

AVSM is currently analyzing what repair parts may be maintained as stock to ameliorate resupply in the future. Additionally, AVSM transferred its parts suppliers from Germany and the United States to Kuwait thereby reducing transportation time and improving readiness. Lastly, the salinity, humidity, and sand present in the Sinai have caused corrosion in the aviation fleet not seen elsewhere in the U.S. Army. To reduce both expenditure and non-mission capable time attributed to corrosion, AVSM is arranging for the U.S. Army Aviation and Missile Command's Corrosion Prevention and Control Team to visit the Sinai in early FY 15.

Force Food Services



Due to an ongoing curfew, on average 32 CS kitchen personnel have been accommodated on North Camp overnight since August 2013 to ensure the operation of the Main Dining Facility. Although now

habituated to the new working hours and regime, CS personnel look forward to a time when this measure will no longer be necessary. Water restrictions at North Camp during the year also posed difficulties, with kitchen staff implementing menu substitutions and the use of plastic plates and utensils to reduce usage. Also, food support to a number of remote sites this year proved challenging due to the heavy rainfall and road closures discussed elsewhere in this report.

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During the reporting period, HNSI, together with its subcontractor, CS, served an average of 1,685 clients three meals daily. In addition, the Food Services team provided support to numerous contingent and section activities including unit BBQs, change of command parades, National Day celebrations and over 550 official visitors.

Force Medical Element (FME)

The FME is responsible for all medical support aspects of the MFO and is under the control of the Force Surgeon, who provides the Force Commander with advice on all medical matters. MFO medical operations include clinics at North and South Camps providing physical therapy, mental health and dental assistance, medical logistics, veterinary medicine and preventive medicine.

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Six of the MFO's fourteen Troop-Contributing nations provide medical personnel: Colombia, Fiji, Hungary, Italy, the United States and Uruguay. All physicians and dentists share duties, working as a cohesive, multinational team. Approximately forty ancillary staff (X-ray technicians, lab and pharmacy technicians, biomedical maintenance technicians, dental assistants and medics) is provided by 1SB. 1SB also provides staff for behavioral health, physical therapy, medical logistics, and the Force Veterinary and Force Preventive Medicine Sections.

FME Medical Services

Each clinic provides daily sick call and scheduled appointments for medical, dental, physical therapy and behavioral health issues for all MFO personnel, both military and civilian. Clinics are equipped for routine, urgent and emergency stabilization care, with a medic on 24-hour clinic duty and a physician, dentist and behavioral health technician on-call at all times. Medical, dental and psychiatric problems that exceed the capability of the clinic are usually referred to local civilian hospitals. The MFO uses a network of civilian hospitals in Egypt and Israel on a case-by-case basis depending upon severity of illness, location of facility, level of specialty available, and evacuation assets. On rare occasions, military personnel are sent to national military facilities for treatment.

Table 4 depicts patient care provided to MFO personnel over the past FY at MFO Medical Clinics.

In addition, the dental clinic at North Camp provided care to 2,947 patients and the clinic at South Camp to 390 patients. Physical therapy was provided to 1,358 patients at North Camp and 588 patients at South Camp. Also, behavioral health treatment was provided to 240 patients at North Camp and 83 patients at South Camp.

During FY 14, the FME medically evacuated twelve MFO members by air assets and five members by ground ambulance. On four separate occasions, the FME treated significantly injured ARE soldiers, two of whom were medically evacuated to the International Medical Center in Cairo in critical condition.

Clinic	Patient Visits	X-rays	Laboratory Analysis	Pharmacy	Specialty Referrals	Pharmacy Referrals
North Camp	5,592	645	1,320 ¹	8,595	171	184
South Camp	3,284	92	195 ²	1,370	82	0 ³
Total	8,876	737	1,515	9,965 ⁴	253	184

¹ An additional 383 sent to Herzliya Medical Center; ² An additional 147 sent to South Sinai Hospital;

³ All South Camp referrals are processed at North Camp; ⁴ Also, over 1,500 vaccinations were administered to MFO Members

Table 4: Patient Care at MFO Clinics in FY 14

Medical Logistics

The Force Medical Logistics Section, an element of 1SB, provides comprehensive medical logistics support to meet the needs of the Force. This year, the section supplied MFO clinics with restocked medical supplies and new equipment (e.g., X-ray machine and dental chairs) as well as resupplying all remote sites with medical supplies in support of their daily missions. In addition, the section managed the disposal of biohazard waste and expired medical supplies.



Force Veterinary Section (FVET)

FVET is responsible for food safety and animal welfare. This includes, but is

not limited to, food inspection (including commercial food plant audits), preventive medical management of the MFO's mascots, and control of zoonotic disease to include wildlife/stray animal monitoring and population control programs. The FVET team consists of the Force Veterinarian and four food inspectors (two stationed at North Camp and two stationed at South Camp).

FVET conducted over 500 facility and food inspections in FY 14 to ensure the quality and safety of the food products consumed by the Force. The Force Veterinarian conducted over thirty commercial food plant audits in Israel and Egypt in FY 14.

In addition to ensuring the safety and quality of the Force's food supply, the FVET team is charged with the health and well-being of the MFO mascot force. The FVET team completed more than 700 patient visits consisting



of routine preventive care, surgical case management, and emergency care.

The final mission of the FVET team is zoonotic disease prevention through stray and wildlife surveillance and control. This year, FVET coordinated with the Preventive Medicine team to investigate a Leishmaniasis outbreak in the COLBATT AO and to identify the cause of a gastrointestinal outbreak at the Force.

Preventive Medicine

The Force Preventive Medicine Section (FPMS), consisting of one Environmental Sciences Officer and five Preventive Medicine enlisted soldiers, is responsible for public health including, but not limited to, sanitary and environmental engineering, environmental health, epidemiology, medical entomology, and industrial hygiene. The main concerns of FPMS are water, food, waste, and arthropods.

During the reporting period, FPMS conducted 267 remote site assistance visits. These visits promote health and sanitation practices at remote sites. Following incidents of Leishmaniasis at two remote sites between November 2013 and February 2014, a new repellent was introduced which has so far proven effective in preventing arthropod-borne disease.

FPMS also ensured water quality by carrying out over 4,100 water tests and promoted Force health and sanitation by teaching fifteen Site Commander's courses, developing policies for biohazard remediation, destroying expired medications, helping to restore an abandoned pumping station and completing a basic industrial hygiene survey.

Personnel and Services

The Personnel and Services Branch faced many challenges during the past year. The ongoing security situation in the Sinai continues to have a great impact on the Force Exchange (FX), Club Systems and the availability of tours. With limited opportunities for MFO personnel to leave Camps, the emphasis on on-camp morale and welfare has increased, and the ability to offer our personnel entertainment and engaging physical activities has become all important to maintaining their personal well-being and mental health.

Personnel

With the ongoing review of and upgrade to MFO security, personnel accountability is of great importance and the Personnel and Postal Section conducts regular meetings with individual contingents to maintain reliable information. They liaise closely with contingent and branch personnel to ensure that daily reporting is accurate and also participate in command post exercises simulating critical incidents to ensure that personnel issues are addressed immediately. Thanks to their efforts, the last twelve months have seen continual improvements in personnel accounting during daily and muster parades.

The Personnel and Postal Section also focused on improving and streamlining the 'in processing' time of new personnel with respect to visa applications and ARE

identity card issuance. This enabled incoming contingent personnel (particularly the three largest contingents manning remote sites, COLBATT, FIJIBATT and USBATT) to commence their MFO duties as quickly as possible.

The Force Post Office, ably manned by FIJIBATT, recently conducted an audit of Force mail procedures to ensure all contingents were complying with current MFO postal handling requirements.

Civilian Staff

The Force civilian staff is comprised of seventy International Staff members (including the twenty members of the COU) and 36 Egyptian Contract Hire Civilians. Both groups are important elements of the Force. Located in every Branch, civilians provide corporate knowledge and continuity in an otherwise ever-changing personnel environment.

Many civilian staff members donate time and effort to improving the morale of both Camps. They are an integral part of the MFO landscape, contributing in such areas as providing entertainment, organizing activities and events, maintaining the lawn bowling green and participating in Force sporting events.

Morale Support Program (MSP)

The MSP is responsible for the well-being of the civilian and military personnel who serve in the Sinai. Funded by profits from the FX and Club Systems, the MSP encourages the maintenance of morale through physical fitness, recreational activities (such as cultural and Rest and Recreation [R&R] tours in Egypt and Israel) and entertainment events.

Sports and Athletics

Both Camps offer a wide variety of outdoor facilities such as basketball, squash and tennis courts, a playing field, a baseball diamond, and swimming opportunities (a 25m swimming pool at North Camp and a secured beach on the Red Sea at South Camp). Indoor facilities include well-equipped gyms with a wide variety of cardiovascular fitness machines such as spin bikes, treadmills, cross-trainers and rowing machines as well as a main workout area with free weights and resistance training machines.

North Camp Programs

At North Camp, the Australian and Fijian physical training (PT) instructors offer personal training tips and organize morning group exercise classes for MFO contingents. Team sport leagues are organized throughout the year and result in friendly rivalries among teams. Some of the most popular sports include football (soccer), volleyball, basketball, softball and hockey. Individual competitions, such as the MFO half-marathon and strongman competitions, are run on a regular basis with a high participation rate. Lunch-time PT sessions include circuit exercises, CrossFit and spinning classes.

The North Camp grass playing field is immensely popular and is regularly used for contingent PT sessions, rugby and soccer. It is wonderful to see so many Force members, from all contingents, playing games in the evenings and utilizing this great addition to our facilities.

South Camp Programs

South Camp PT personnel have introduced a number of innovative and well-received exercise options, including beach and hot yoga, swimming classes (including early morning swim sessions), spinning, CrossFit, and organized PT sessions (circuit/women only/running/swimming). All have proved immensely popular and ensure that military and civilian staff has access to a



diverse range of classes, working all aspects of physical fitness.

Gym facility improvements and equipment upgrades have been made during the past year at South Camp. The gym's excellent range of equipment now includes twenty modern spin bikes and new cardiovascular and exercise machines. As a result, gym and beach facilities form a central part of the daily activities of South Camp personnel.

South Camp has also held golf tournaments at the local course involving participants from North and South Camps, comprised of players from many contingents, MFO civilians and members of the local community. These are tremendously well-supported and attended events, providing an excellent opportunity to play and mingle. In addition to regular evening sports, there have been highly competitive tournaments such as organized beach volleyball, softball, basketball, soccer and flag football competitions, allowing MFO personnel to thoroughly enjoy sports with a competitive edge, while fostering morale and team spirit. For those seeking to test their physical stamina and strength, biathlons, CrossFit competitions, power-lifting tournaments and runs (at different distances) are held frequently and ensure there is always a goal to train for and focus on.

Tours

There are also travel opportunities that allow members of the MFO to better understand the culture of the countries for which they work. The MSP offers partially subsidized, professionally guided tours and coordinates R&R weekends in Israel and Egypt. Although the security situation has required the cancellation of several trips, destinations such as Luxor in Egypt and Tel Aviv and Jerusalem in Israel have been successfully offered this past FY.

Club Systems

It has been a difficult year for the Club Systems. Regular operating hours were affected as a curfew in place since the summer of 2013 continues to hamper the movement of local workers. Unfortunately, some activities were suspended during this time. However, thanks to the efforts of club staff, the popular Tuesday Pizza

night, take-away meals and home delivery are again fully functional.

The MSP is the principal source of funding for Force entertainment. This FY, funds were provided to FIJIBATT for the purchase of new, and the upkeep of existing, musical instruments and equipment. The marching band plays an important role, performing at formal parades throughout the year. Funding was also provided to purchase musical instruments for members who wish to learn how to play or to keep up their musical skills, also making a significant contribution to the Force. In addition, a jazz/rock band entertains in the evenings at MFO-sponsored functions and contingent events. In addition to our own local acts, mention must be made of the entertainers provided during the past year by the Australian and the United States Armies, which added to the social and morale schedule by sending excellent entertainment groups for the benefit of all contingents.

The Sportsman Club at North Camp, renovated in 2013, has become a focus for many MFO entertainment activities and also provides dining facilities for eating in and take-away or home delivery service.

The annual North Camp holiday celebrations were attended by several hundred North Camp personnel and were successful due to the support of multiple contingents and branches. At the two major events, the FIJIBATT choir provided music, MFO dining staff prepared food and drink, and civilian and military members furnished entertainment. In addition to these activities, the annual Sinai Santa pilgrimage to all MFO remote sites was well-received by Force soldiers. The Force Commander and his entourage distributed gifts, provided holiday cheer and boosted the morale of soldiers manning remote sites during the holiday period.

Force Exchange

The FX provides members of the Force with a wide range of essential items, including clothing and convenience foods,

and seeks to fill any special customer requests. Both stores experienced many challenges during the past FY, specifically at North Camp where reduced operating hours, staff turnover, contingent restrictions, a local area curfew, and only partial bank and Visa machine access all had a significant effect on profits, which in turn affected the capability of the MSP to fund activities.

Credit must be given to the FX staff for their determination to provide the best possible service and access to the stores despite these challenges, which resulted in a satisfactory net profit for FY 14. New initiatives, a wider range of products and, later in the year, changes to the hours of operation assisted in increasing sales and profits and improving Force morale.

Force Libraries

In FY 14, the Force Libraries continued to be an important source of information and entertainment for Force personnel, contributing to the morale of soldiers and civilians at both Camps and all remote sites.

The MFO continued to observe closely licensing, copyright compliance, and other conditions of use for library-supplied print and electronic resources. Library service to remote site personnel consisted of regular shipments of print magazines and books and the availability of remote site accounts for site commanders to borrow library materials – DVD movies, music CDs, computer games, board games, and books – for soldiers' use during off-duty hours. OverDrive digital books and audio-books and Zinio digital magazines were available to all MFO personnel through internet access at both Camps and all remote sites. Both Camp libraries continued to keep current collections of traditional library materials as well as offer wireless internet access.

In FY 14, the Force Libraries changed their language-learning product. This saved money, offered access to more MFO personnel due to the increased number of available accounts, offered better access through mobile applications and allowed the Force Libraries to offer language learning to the MFO's local national staff, helping them to communicate more effectively with other MFO personnel in English and Spanish. The Force Libraries improved service for customers by upgrading each location's coffee machines and furniture, which resulted in increased recreational use of the Libraries' spaces by MFO personnel during off-duty hours for puzzle challenges, board game tournaments, chess matches, general reading, internet surfing, and relaxation. Despite disruptions to staffing caused by the security situation and curfew, the North Camp Library maintained a high level of service to customers with a minimal number of closures.



ICT

During FY 14, the MFO faced daily challenges with regard to local Egyptian telecommunications in and out of North Camp. Egyptian cellphone and internet services were routinely unavailable during daylight hours, affecting a range of MFO internal and external communications at North Camp. These challenges necessitated creative re-routing of key communications services to avoid any significant impact on our security and important operational and organizational communications. Several infrastructure projects finalized in the past three years were key to allowing the MFO to maintain communications. In particular, the creation of Communications Site-2, at Lessan Mountain, and the establishment of

a data circuit between South Camp and the DGR Israel Office were critical to providing the MFO with the necessary flexibility to re-route key communications over MFO-owned communications infrastructure.

Besides its usual day-to-day support requirements – maintaining over 900 VHF, UHF and HF radios, 900 computer systems, two data centers (along with associated servers and software), over 1,000 pieces of network equipment (routers, switches, firewalls, and wireless access points), 300 mobile phones, five telephone switches, over 1,500 desktop telephones, two television and radio stations, two cinemas, video-teleconference suites at North and South Camps and two unmanned communications relay sites located in Zone C – the ICT Branch undertook the following key projects, completed or largely realized in FY 14, to improve ICT services and the communications infrastructure available to MFO soldiers, sailors, airmen, civilians and contractors:

- Upgraded Backup Power Systems at Key Remote Sites:** ICT Branch installed new, and upgraded old, backup power systems at key remote sites that comprise the data connectivity nodes between North Camp and South Camp. As the MFO relies increasingly on this connectivity, these backup power systems have allowed communications services to continue despite outages arising from local power interruptions.
- Satellite Telephones:** Egyptian service suspensions necessitated wider deployment of satellite telephones as an emergency form of communication at all MFO remote sites. These phones allow site personnel to use them both inside the site's tactical operations center, and remove them for use, if required, in a more mobile manner.
- Cloud Initiatives:** Similar to many budget-conscious governments and organizations, ICT Branch continues to study options for the use of public-, private- and hybrid-cloud solutions as the MFO prepares to lifecycle ICT equipment and

upgrade software versions for key ICT services. As a result of these efforts, the first primary service to transition to cloud-based infrastructure is MFO email services. Seventy percent of this service has now been transferred with the remaining portion to be transferred early in FY 15. It is expected that other key services, such as enterprise resource-planning services, will also transition in FY 15.

- **Communications Cable Modernization:** ICT Branch, working with the FEO, has begun a three-year program of modernizing telecommunications cabling on North and South Camps. This effort will replace much of the telephone cabling that is now several decades old with new industry-standard fiber optic and twisted pair copper cabling. The first two years (FY 14 and FY 15) focus on cabling at North Camp, and the third year (FY 16) will focus on South Camp cabling.
- **Communications Mast Inspection Program:** The ICT Branch, with outsourced contract support, commenced a structural inspection program on all MFO-owned communications masts to highlight any deficiencies. With this program now in place, we expect our masts to continue reliably fulfilling MFO communications requirements for years to come. Recent inspection results put a premium on installing redundant communication masts at both our main Camps. A project at each Camp awaits final ARE approval, which we hope will be communicated as soon as possible.
- **Remote Site Renovations and Modifications:** ICT Branch, working alongside the FEO and its contractors, participated in the renovations of SCC-2, SCC-5, and CP1-C. ICT ensured communications capabilities were installed in the newly constructed facilities with minimal communications downtime to the site and that the new infrastructure would be ready to support future developments.
- **Barracks Renovations and Rewires:** As a part of the larger multi-year barracks renovations and camp rewiring projects, ICT Branch continued installing new, standardized communications infrastructure to

ensure these buildings have the most up-to-date and reliable communications infrastructure for current and forecast ICT services.

Looking towards FY 15 and beyond, the ICT Branch is currently examining several key upgrades to communications services. A key focus area is an upgrade to the current MFO radio-based communications system that would provide more reliable communications from (and among) operations centers to vehicles, ships and aircraft. This broad program will look at technologies that provide greater security and coverage areas for communications to and from MFO vehicles traveling in Treaty Zone C. In addition, ICT Branch will participate in the completion of modifications to OP3-2 and its conversion to Communications Site-3. Finally, ICT Branch will look at upgrading the MFO's telephone switch infrastructure to ensure reliable telephony and unified communications services are provided to MFO offices, Camps and remote sites. Our immediate challenge is to maintain effective and redundant communications, particularly in the northern Sinai, for FP and command and control reasons and to overcome the service suspension by Egyptian cellphone and internet providers for security and other reasons.

FY 14 Financial Results

The MFO's original FY 14 operating budget expenditure, as submitted to the FCS on 31 May 2012, was \$82.6M. At \$79.5M, budgeted FY 14 revenue fell short of budgeted expenditure by \$3.1M, with this agreed deficit to be drawn from the BSRF.

In actuality, we closed FY 14 with a deficit of \$606K, considerably better than the deficit budgeted. This deficit was balanced by a matching reduction of the BSRF to produce a formal break-even result. We achieved this far better fiscal result fully respecting my two commitments to the three FCS:

- to maintain their contributions at \$25M each for as long as possible (this is the fifth FY that we have been able to avoid an increase); and
- to work to zero-real-growth budgets, adjusted only to cope with inflation, oil prices, adverse currency exchange rates, or changes to the mission.

Complete, externally audited financial statements for FY 14 are available on our website.

Operating Revenue

At \$25M, equal contributions from the FCS were unchanged from their FY 10 level, again fulfilling my

commitment to maintain annual FCS contributions at that level for as long as possible. The FCS met all monthly draws in a timely fashion, which I greatly appreciate.

The original FY 14 budget assumed revenue of just under \$79.5M. Actual revenue for the year was \$79.8M. Revenue additional to FCS contributions includes currently insubstantial interest income on our very conservative investment of funds and contributions from our family of Donor States. Donor funds, with increases that many Donors have provided to keep pace with inflation and our rising costs, have been key in helping to offset current deficit operations and deferring purely financially driven FCS decisions about our mission.

During FY 14, financial support was received from the following donors:

- Australia contributed the second of three annual contributions of \$500K to help meet FP requirements.

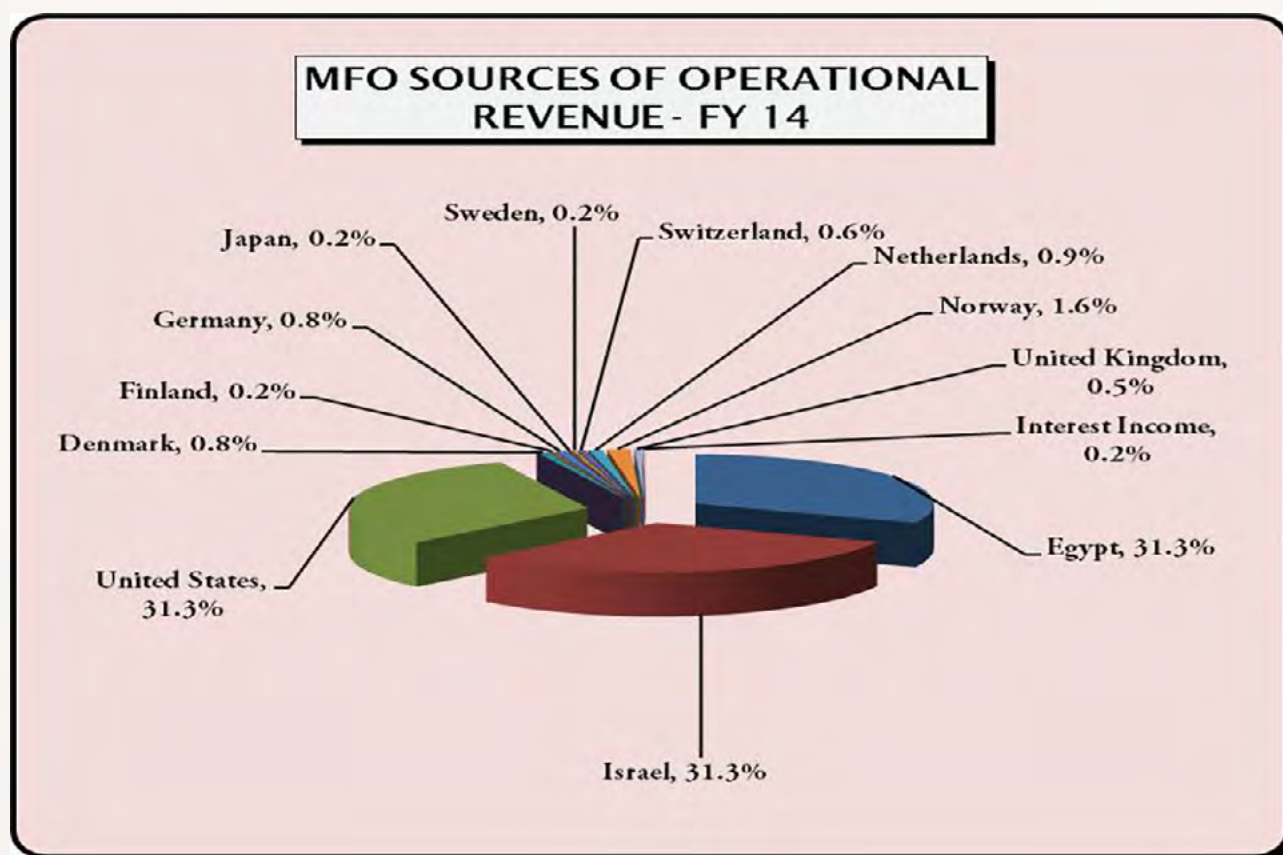


Chart 1

- Denmark made a contribution of DKK 3.5M, earmarked for the MFO's Bedouin Employment Program.
- Finland once again contributed €120K.
- Germany maintained its contribution of €450K.
- Japan continued its long-standing support of the MFO with a contribution of \$182K. These funds go towards the cost of food and civilian salaries.
- The Netherlands maintained its annual support at \$750K.
- Norway maintained its annual contribution towards the cost of the COU at NOK 7.5M.
- Sweden again contributed SEK 1.25M to the cost of the COU.
- Switzerland contributed CHF 414K, half of which is earmarked for the COU. This is a 15% increase to the CHF 360K provided in FY 13.
- In its second year as an MFO Donor, the United Kingdom maintained its contribution of GBP 250K.

I thank the Funds-Contributing and Donor States for their generous contributions.

Expenditure

Total actual operating expenditure amounted to \$80.4M in FY 14, \$2.2M less than budgeted (detailed explanations are provided in the following section). Operational expenditures are met by the application of earmarked, or "Temporarily Restricted" funding to relevant expense categories. However, expenditures against earmarked "Permanently Restricted" donations are accounted for separately in our financial statements. Disbursements from the "Permanently Restricted" United States- and Australia-supplied FP Fund and from the CARF raised overall MFO expenditure by an additional \$8.8M to \$89.2M.

Key Expenditure Variables Against Budget

While there are many variables against budget recognized at FY-end, three main factors account for the 80% reduction of our planned, budgeted deficit this FY.

The first factor was the generous and timely donation last year of ninety FAVs by the U.S. Department of State which permitted a needed, urgent shift of all passenger vehicle movement in the Sinai AO to armored vehicles. We could not have afforded to do this utilizing our own FP funds. This donation also allowed us to defer our procurement of FAVs and focus our FP funding instead on armoring specialty vehicles such as buses, vans and tractor-trailer trucks. In addition, the Force initiated a comprehensive vehicle review last year which culminated in significant cuts to our authorized fleet of non-armored passenger vehicles by over 130 units. This permitted us to avoid planned non-armored passenger vehicle replacements in FY 14, and we will do so again in FY 15. The excess vehicle holdings are being progressively removed from the fleet and sold, producing a modest one-time income.

The second factor was savings due to what proved to be overly pessimistic budget assumptions on inflation and exchange rates. The MFO's annual budget is denominated in U.S. dollars, but a significant part of our annual expenditure is also made in Egyptian pounds, Israeli shekels, euros and British pounds. The strength of the U.S. dollar grew during the FY greatly helping our U.S.-dollar-denominated budget. The actual average FY 14 U.S. dollar exchange rate was 10% better than the budgeted rate for the Egyptian pound, 9% better than the euro and 2.5% better than the British pound. The Israeli shekel rate was in line with the budgeted rate.

The third factor was our continuing work to control costs in many areas in addition to reduction of the unarmored vehicle fleet. Thanks to our talented and resourceful procurement staffs, we continue to do cost-effective purchasing (for example, we procure many commodities at stable prices such as ground and instant coffee, bottled water, UHT juice, and eggs at FY 13 prices; UHT milk at FY 12 prices; flour and organic fresh fruit and

vegetables at FY 11 prices and air conditioning units at FY 02 prices). We also responded flexibly to maintain deliveries to North Camp, increased storage amounts of key commodities as an insurance against supplier ground movement restrictions, and re-examined established ways of doing business.

In several cases, the security environment, which generally tends to raise the cost of delivering goods and services to the North Sinai, resulted in unintended savings when some planned expenditures proved impossible to execute, but not on the same scale as last year when we took the extraordinary step of creating the Deferred Logistics Requirements Fund (DLRF) to manage the delayed completion of several projects. At the same time, due to restrictions on ground movements, we also incurred additive expenses for many logistical activities (e.g., for additional flying hours, contractor overnighting, and additional expenses in moving troop rotations and other personnel to and from airports in Cairo and Tel Aviv).

We inevitably have budget variances due to the budget preparation cycle. Our annual budget is submitted

four months before the start of each FY, in May, but preparation starts many months earlier. When we end a FY, the budget plan for that year actually began to take shape 21 months earlier. As part of the process, we establish projected foreign currency exchange rates and national inflation rates for all budgeted purchases. Since we have no mechanism to draw additional funds from the three FCS during a FY should our assumptions be inaccurate, we tend to be defensive when estimating future external financial influences. In years when these factors are worse than expected, we are still able to live within our budget. In years when these factors improve beyond predictions, savings against budget are generated, as in the current FY. Significant variations (>\$200K) are noted below.

Supplies & Materials

Expenses were \$426K below budget due to lower-than-budgeted U.S. Department of Defense charges for aviation maintenance and a credit for prior year charges. This was partially offset by unbudgeted costs for additional fixed-wing flying hours due to ground mobility constraints in the Sinai.

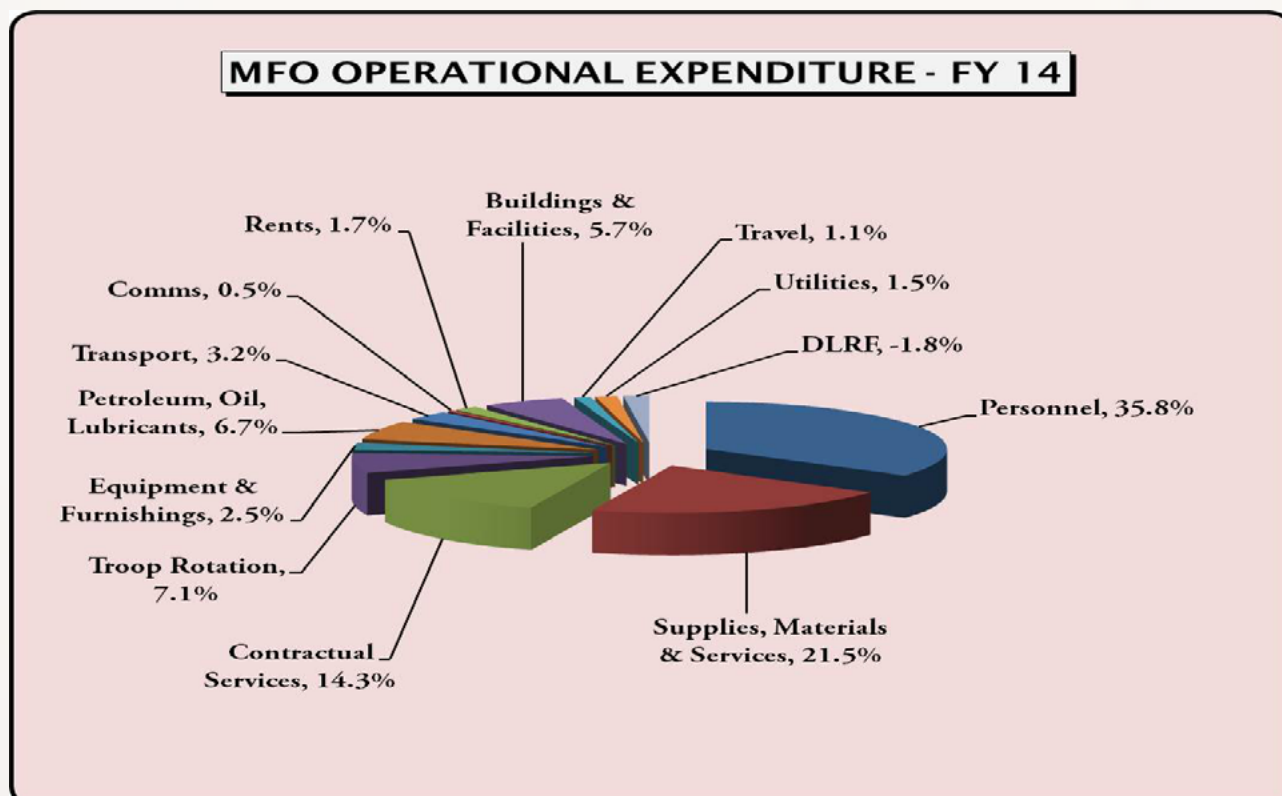


Chart 2

Finance & Administration

This budget category was overspent by \$862K, mostly attributed to increased aviation insurance costs with the recent change in our fleet, other insurance increases and technical adjustments in our SAP-based finance system, when exchange rate variation caused net currency losses between recognition of expenses or revenue and actual payment. We also required unbudgeted expert consultant assistance as part of our transition to a published MFO-wide salary scale.

Contractual Services

This category realized net savings of \$388K including exchange rate savings and cost reductions as a result of the security conditions in the North Sinai.

Troop Rotations

We incurred an overspend of \$235K in this category, primarily as a result of a Fijian rotation moved to FY 14 at the request of the Fijian Government to better synchronize MFO rotations with other Fijian military personnel movements.

Equipment

FY 14 savings of \$1.5M were due to the vehicle fleet review and reductions discussed earlier in this report.

Engineering & Facilities

Expenditure on facilities projects and maintenance exceeded budget during FY 14 by \$419K. This includes unbudgeted requirements to overnight CS and other local contractor personnel, discussed earlier in this report, and to replace a boiler in the Main Dining Facility at North Camp.

Travel

Due to security issues, there were many travel cancellations during FY 14 which resulted in a saving of \$325K.

Utilities

During FY 14, a decrease of \$747K in this category was due to combined savings on electricity in Egypt (as a result of reduced consumption and a price decrease based on the favorable exchange rate) and electricity and gas in Rome.

FP Fund

The MFO established an independent FP Fund in 2008 following a \$1M financial contribution by the United States to be used for unanticipated security and FP costs. Each subsequent year, the U.S. Congress has reaffirmed its commitment to the MFO with additional FP contributions. Commencing in FY 13, the Government of Australia pledged to contribute \$500K annually to the MFO for FP enhancements over three FYs. The FP Fund maintains the earmarked funding of both Donors; this fund is not tied to a specific FY, and is managed and accounted for separately from operating funds.

The balance of this fund at the close of FY 13 was \$0.3M. Strong bipartisan U.S. Congressional support resulted in a FY 14 contribution of \$8M. Together with Australia's donation of \$500K this added \$8.5M to the Fund, resulting in an available balance of \$8.8M. FY 14 expenditures, net of interest received, were \$7.9M which included armoring of specialized vehicles, continuing North Camp perimeter security enhancements (including a delay fence, IDS, aviation helipad protection and North Camp water wells), and our ongoing FP enhancements to remote sites including the reinforcement of protective walls, fencing, gates and towers. We began FY 15 with a balance of \$.9M and estimate FY 15 expenditures of approximately \$3.5M. Projects planned for FY 15 include continuing the program of remote site security upgrades, additional armoring of specialized vehicles, explosive detection capabilities at both Camp entry points and replication at our South Camp of the key protective features we put in place at North Camp. For FY 15, we have requested a \$3M FP contribution from the U.S.; FY 15 will be the third and final year of the current Australian pledge of \$500K annually.

United States Budget Reserve Fund

In FY 12, the U.S. Government provided an additional \$1M in funding to be applied to an anticipated future request by the MFO to the FCS for an increase in contributions above \$25M towards the MFO's operating budget. These funds are considered as "Permanently Restricted" and will remain unspent until such time as they are applied to a specific future FY's operating budget,

at which time they will be considered “Unrestricted.” MFO will account for and apply these funds in a manner such that the principle of equality of contributions to the basic operating budget among the United States, Egypt, and Israel shall be maintained.

Other Reserve Funds

The MFO maintains three other continuing special funds: the Self-Insurance Fund (SIF), the CARF, and the BSRF. These three funds provide, respectively, the ability to respond to significant uninsured losses, to replace aging capital assets, and to offset budget deficits and maintain stabilized FCS contributions for as long as possible. SIF and CARF interest income is credited towards general operating budget revenue. BSRF interest income is retained in the Fund and applied towards the general operating budget in future FYs as needed.

SIF

The SIF provides for significant risk contingencies not covered by commercial insurance and beyond budget resources.

The current SIF balance is \$6M, approximately \$139K below the target amount. The target amount of the SIF is related to certain potential events and liabilities that cannot be practicably or economically addressed by commercial insurance.

CARF

The authorized level for CARF funding is \$4.2M. We opened the year at \$3.6M and closed the FY at \$2.7M. In FY 14, CARF funds totaling \$900K were directed towards a significant program of rewiring the low-voltage electrical system of most of our Sinai facilities. Rewiring commenced in October 2012 with emphasis on priority facilities. The current CARF balance will allow completion of the CARF-funded portion of the rewiring project at the end of FY 15 as planned and notified to the FCS. Having accomplished the most urgent requirements utilizing the CARF, thereafter ongoing electrical rewiring work will become part of annual Force engineering and facility plans within extant funding, personnel and contractor resources. We do not expect to exhaust the CARF at FY 15-end, but it will provide a very limited financial cushion for future unbudgeted renewal

contingencies of key facilities, infrastructure and capital equipment that meet CARF criteria.

The MFO currently has no plans to replenish either the SIF or the CARF.

BSRF

The BSRF opened FY 14 at \$9.9M. At the end of FY 14, \$0.6M was transferred to the operating budget resulting in a balance of \$9.3M carried forward into FY 15.

These funds are available to help stabilize contributions from the three FCS in FYs when budgeted expenditure exceeds revenue. We currently expect FY 15 to end in a budget deficit which will be met by use of the BSRF to break even at the end of the FY. We expect the BSRF to be completely utilized and exhausted in FY 16.

DLRF

At the end of FY 13, the DLRF was created with the approval of the FCS in the amount of \$1.4M representing projects whose execution was impossible in the security conditions extant that FY. As planned, those funds were expended and deferred projects completed in FY 14. The DLRF was fully expended and reversed in FY 14 and, as a one-time measure to address extraordinary circumstances, is now terminated. DLRF accounting is explained in greater detail in the Notes to our audited financial statements.

Regional & Other Disbursements

MFO expenditures continue to return a great deal of money to the economies of both Parties. In FY 14, our total disbursements increased to approximately \$29.4M in Egypt (\$27M in FY 13) and \$20.6M in Israel (\$18M in FY 13). These amounts include expenditure from official MFO sources including the FP fund, CARF expenditure and the Force Exchange/Morale Support Program.

In addition, increased MFO disbursements of \$22M (\$21M in FY 13) reached our third FCS, the United States. The MFO procured as well from several other supporting States, including Italy, both a Participating State and the Headquarters State.

FY 15 and Beyond

The MFO has maintained annual FCS contributions at \$25M each since FY 10. Over that time, operating budget expenditure has increased by an annual average of 1.6% (by contrast, actual annual average inflation, as it affects our operating budget, has averaged nearly 4%). Recently, some strengthening of the U.S. dollar will assist the MFO's U.S.-dollar-denominated budget as will our ongoing cost-containment measures, but security conditions will likely continue to increase not only FP requirements, to be funded by our FP Fund, but also security-related logistical costs in our operating budget. These include not only costs related to the delivery of contracted goods and services to the north Sinai but also additive troop rotation and other personnel movement costs, and other logistics affected by constraints on ground movements.

The MFO's planned FY 15 operating budget was set at \$86.5M and is once again based on a zero-real-growth budget. We expect current Donor support (except for Denmark, as previously noted) to remain constant in FY 15 to help meet both immediate and longer-term fiscal requirements. Donor contributions in FY 15 will be 5.1% of total planned revenue versus 5.8% in FY 14. With a slightly reduced revenue forecast, and with projected inflation, expenditure is expected to exceed revenue by approximately \$7.3M. BSRF funds will be used to maintain stable FCS contributions at \$25M each during FY 15. **However, it is expected that beginning in FY 16 the BSRF will be exhausted. As stated at the outset of**

this report, budget deficits occurring from that point forward will have to be met by either additional FCS funding or changes in the way we execute our mission.

The MFO will provide the FCS with an updated multi-year financial plan for the period FY 16 to FY 20, including a review of planned projects. Projections will be based on stable-state mission and manning. A mid-year financial review with the FCS will be scheduled in June 2015.

In conclusion, I wish to reiterate my commitments to:

- maintain the MFO's mission and fully meet the Treaty Parties' expectations to perform our expanded work impartially and professionally;
- ensure that we can execute our mandate based on solid financial assumptions;
- sustain a "zero-real-growth" budget in FY 15 with adjustments only for inflation including the price of oil, foreign currency exchange rates and any change to the MFO mission;
- continue to maintain close controls over costs;
- stabilize FCS contributions at \$25M each until FY 16; and
- seek to expand the base and amounts of Donor support.

Annex A: MFO Facts and Figures

The MFO Mission

Pursuant to the 1979 Treaty of Peace and its 1981 Protocol, the MFO is required to:

- Supervise the implementation of the security provisions in Annex I of the Treaty;
- Use best efforts to prevent any violation of its terms;
- Operate Checkpoints, Observation Posts and reconnaissance patrols along the International Boundary, Line B and within Zone C;
- Verify the implementation of Annex I periodically, at least twice a month;
- Perform additional verifications within 48 hours of either Party's request; and
- Ensure freedom of navigation through the Strait of Tiran.

Under Agreed Arrangements signed on 1 September 2005 and as amended on 11 July 2007, the MFO is responsible for:

- Monitoring the deployment of a designated Egyptian Border Guard Force along the Egyptian side of the border between Egypt and Gaza, in the northernmost part of Zone C;
- Verifying that the deployment is consistent with the terms agreed between Egypt and Israel, including the number, characteristics and location of personnel, weapons, equipment and infrastructure of the Border Guard Force; and
- Maintaining permanent, temporary and mobile sites in the area in which the Border Guard Force is deployed.

In addition, the MFO has the responsibility of verifying other military and security agreed activities.

Military Participation

Fourteen countries currently contribute military personnel to the MFO mission. The table on the following page presents the fourteen Troop-Contributing Nations, their main duties and authorized strength as of the end of FY 14.

International Civilian Personnel

Rome Headquarters: 12

DGR Cairo office: 2

DGR Israel office: 1

The Force in the Sinai: 70 (including 20 COU personnel)

International civilian personnel are recruited from locations worldwide and currently represent ten different nationalities: Australia, Canada, France, Hungary, Ireland, Italy, Kosovo, Romania, the United Kingdom and the United States.

The MFO's Single Support Contractor, HNSI has an international civilian staff of 57 personnel.

Locally Engaged Civilian Staff

Rome Headquarters: 11

DGR Cairo office: 27

DGR Israel office: 22

The Force in the Sinai: 36 (Contract Hired Civilians – all Egyptian nationals)

Care Services, the local labor subcontractor to HNSI, fills 530 positions at both MFO camps.

For detailed information on the MFO and its organizational structure, please visit our website: www.mfo.org.

<u>Nation</u>	<u>Main Duties</u>	<u>Strength</u>
Australia	Staff	25
Canada	Liaison, Air Traffic Control	30
Colombia	Infantry Battalion	358
Czech Republic	Aviation, Staff	16
Fiji	Infantry Battalion	338
France	Liaison	2
Hungary	Military Police	42
Italy	Coastal Patrol Unit	78
Netherlands	Staff	4
New Zealand	Training, Transport	26
Norway	Staff	3
United Kingdom	Staff	1
United States	Infantry Battalion	425
	Composite Logistics Battalion	227
	Staff	40
Uruguay	Engineering, Transport	58
Total		1673

Table 5: MFO Troop-Contributing Nations (as of 30 September 2014)



Annex B: MFO Visitors FY 14

Our most senior civilian and military visitors from Supporting States this year included:

From Canada: Hon. John Baird, Canadian Minister of Foreign Affairs; LTG Stuart Beare, Commander Canadian Joint Operations Command; RADM Peter Ellis, Deputy Commander-Expeditionary Canadian Joint Operations Command; MG Charles Lamarre, Deputy Commander, Canadian Joint Operations Command; and BG Jocelyn Paul, Task Force Commander.

From Czech Republic: MG Opat Ales, Deputy Chief of Defense, Director Joint Operations Center; and BG Jaros Kandia, Deputy Director of Joint Operations Center.

From Fiji: H.E. Ratu Epeli Nailatikau, President of the Republic of Fiji; Hon. Jeketani Cokanasiga, Minister for Defense; and MG Mosese Tikoitoga, Commander, Republic of Fiji Military Forces.

From Germany: Mr. Tobias Tunkel, Head of Delegation of the Near East Section at the German Federal Foreign Office.

From Hungary: GEN Tibor Benkő, Chief of the General Staff of the Armed Forces; and Mr. Peter Wintermantel, Deputy State Secretary for Global Affairs.

From Netherlands: BG Ronald Harmsma, Deputy Commander Royal Netherlands Marechaussee.

From New Zealand: AVM Kevin Short, Commander Joint Forces New Zealand; and MG Arthur David Gawn, Chief of Army of the New Zealand Defense Force.

From Switzerland: Mr. Bruno Rösli, Deputy Head of Security Policy for the Swiss Federal Department of Defense, Civil Protection and Sport.

From United Kingdom: MG Thomas Beckett, Middle East Special Advisor.

From United States: SEN Tim Kaine, Virginia; REP Steven Lynch, Massachusetts; REP Peter Welch, Vermont; REP Jason Chaffetz, Utah; REP Cynthia Lummis, Wyoming; LTG James Terry, ARCENT Commander; MG Darrell Williams, Commander 1st Support Command (Theatre); MG Dana Pittard, Deputy Commanding General for Operations Army Central; BG Rex Spitler, Chief of Staff 3rd Army; BG Donald Tatum, Deputy Commander 1st Theater Sustainment Command; Mr. Mike Kuiken, Professional Staff Member, Senate Armed Services Committee; Mr. Tom Goffus, Professional Staff Member, Senate Armed Services Committee; Mr. Paul Arcangeli, Minority Staff Director, House Armed Services Committee; and Mr. Adam Shub, Director Office of Regional and Multilateral Affairs, U.S. Department of State.

From Uruguay: GEN Pedro Aguerre-Siquiera, Commander in Chief of the Army

Supporting States and other diplomatic missions in Egypt and Israel were welcome visitors. This included:

- The Ambassadors accredited to Egypt from Australia, Canada, Czech Republic, Finland, Hungary, Italy, Japan, Netherlands, New Zealand, Norway, Singapore, South Korea, Sweden, Switzerland and Uruguay.
- The Military Attachés in Egypt from Australia, Belgium, Brazil, Bulgaria, Cameroon, Canada, China, Czech Republic, France, Germany, Greece, Hungary, Italy, Japan, Netherlands, New Zealand, Spain, South Korea, Switzerland, United Kingdom and United States.
- The Ambassadors or Deputy Heads of Mission accredited to Israel from Australia, Canada, Colombia, Czech Republic, Denmark, Hungary,

Italy, Japan, Netherlands, Norway, Sweden, Switzerland, United States, and Uruguay.

- The Military Attachés in Israel from Canada, Colombia, Czech Republic, France, Germany, Hungary, Italy, Netherlands, Sweden, Switzerland, United Kingdom, and United States.
- Other Peacekeeping Missions: MG Michael Finn, Irish Defense Forces, Chief of Staff and Head of Mission, United Nations Truce Supervision Organization (UNTSO); and Mr. Marco Carmignani, Senior Political Advisor, UNTSO.

Visits from both Receiving States strengthen our cooperative relationships. Most noticeably these included:

From Egypt: MG Ossama Abdelaziz, Chief LAWIO; MG Mohammed Lotfy Yousef, Chief of Operations Branch of the Armed Forces; MG Nagy Kamal, Assistant to the Director of Military Intelligence; BG Yasser Taha, Northern Sinai Governorate Military Intelligence Commander; BG Basem Riyad Helal, Assistant Chief of Staff of the Border Guard Force; and Commodore Waleed Abdel Rahman Abdel Hakam, Navy Operations Branch.

From Israel: BG Assaf Orion, Head IDF SD; Ambassador Yaakov Amitai; Mrs. Aviva Raz-Shechter, Deputy Director General, Mid-East & Peace Division, Ministry of Foreign Affairs; and Mrs. Amira Oron, Director, Egyptian Department, Ministry of Foreign Affairs.



Visit of Fijian President, H.E. Ratu Epeli Nailatikau, North Camp

Index of Abbreviations

A

AO – Area of Operations
ARE – Arab Republic of Egypt
AVSM – Aviation Supply and Maintenance

B

BGF – Border Guard Force
BSRF – Budget Stabilization Reserve Fund

C

CANCON – Canadian Contingent
CARF – Capital Asset Replacement Fund
COLBATT – Colombian Battalion
COU – Civilian Observer Unit
CP – Checkpoint
CPU – Coastal Patrol Unit
CS – Care Services
CVTS – Commercial Vehicle-Tracking System

D

DGR – Director General's Representative
DLRF – Deferred Logistics Requirements Fund

F

FAV – Fully Armored Vehicle
FCS – Funds Contributing States (Egypt, Israel and the United States)
FEO – Force Engineering Office
FEU – Force Engineering Unit
FF – Flight Following
FIJIBATT – Fijian Battalion
FME – Force Medical Element
FP – Force Protection
FPMS – Force Preventive Medicine Section
FS&P – Force Supply and Procurement
FTO – Force Transportation Office
FTT – Force Training Team
FVET – Force Veterinary Section
FX – Force Exchange
FY – Fiscal Year

H

HNSI – Holmes and Narver Services, Inc.

I

ICT – Information, Communications and Technology
IDF SD – Israel Defense Force Strategic Division
IDS – Intruder Detection System
IED – Improvised Explosive Device
ITCON – Italian Contingent

J

JMC – Joint Military Committee

L

LAWIO – (Egyptian) Liaison Agency with International Organizations

M

MP – Military Police
MSP – Morale Support Program

N

NZCON – New Zealand Contingent

O

OP – Observation Post

P

PT – Physical Training

R

R&R – Rest and Recreation
RPG – Rocket-Propelled Grenade
RWAU – Rotary-Wing Aviation Unit

S

SIF – Self-Insurance Fund
SCC – Sector Control Center

U

USBATT – United States Battalion

V

VMF –Vehicle Maintenance Facility

1

1SB – 1st Support Battalion



