



DEFENCE SERVICES COMMAND AND STAFF COLLEGE

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See Distribution:

1 June 2013

CJAX 2013 –24-31 AUGUST 2013 – INTEGRATED MISSION PLANNING (Ex UHURU) - INSTRUCTION

References:

- A. IMP UN Guidelines Endorsed June 2006.
- B. ASF Draft Doctrinal Handbook – Chapter 7.
- C. CJAX 2012 Post Exercise Report (PXR).
- D. Minutes of the CJAX 2013 Main Planning Conference 15-17 Apr 13, dated 17 Apr 13.

BACKGROUND

1. **Concept Genesis.** The concept of the Combined Joint African Exercise (CJAX) emerged at 1st African Conference of Commandants (ACoC) in November 2007. It is modelled on the Combined Joint European Exercise (CJEX) that is directed by the NATO Conference of Commandants (CoC). Similarly, CJAX is directed by the ACoC.
2. **2010.** 2010 saw the South African National War College (SANWC) act as the Coordinating Authority for the inaugural CJAX; a pilot project within the Southern African Development Community (SADC), being executed on behalf of the African Conference of Commandants (ACoC). CJAX 2010 involved concurrently running the same PSO planning exercise in South Africa, Botswana, and Zambia. The exercise part of CJAX is called Ex UHURU, and involves an exchange of Learners and Directing Staff between participating Command and Staff Colleges.
3. **2011.** CJAX 2011 saw SANWC continue as coordinating authority for the SADC CJAX 2011. This responsibility duly switched to the Zambia Defence Services Command and Staff College for 2012 and 2013. CJAX 2011 also saw participation of the Namibian Military School who sent a delegation of Learners and Directing Staff to the 3 colleges where Ex UHURU took place (Zambia, RSA and Botswana).
4. **2012.** Under Zambian Coordinating Authority, CJAX 2012 sees Malawi join CJAX as a non hosting participant. A greater emphasis placed on the civilian component sees an ASF 'Civilian Component Road Show' for the first time, an updated scenario and the concept of a mentor team was introduced.

CJAX 2013 AIM¹

4. CJAX 2013 Aim. The aim of CJAX is to train at the operational level in a Joint, Multinational and Interagency environment in order to promote synergy between SADC Command and Staff Colleges, and develop a better understanding of the challenges involved in planning and coordinating a complex, multinational PSO.

5. CJAX 2013 Specified Objectives.

- a. Enhance student knowledge of the full range of Combined and Joint Operations planning.
- b. Practice operational level planning using UN Integrated Mission Planning Processes, AU doctrine, and the doctrine of ASF Military, Police and Civilian Components.
- c. Improve students' ability and working skills in an interagency and international environment.
- d. Address developments in African Security and Defence Policy².

CJAX 2013 ACADEMIC CONCEPT AND RELEVANCE

6. Integrated Mission Planning (IMP). The concept of IMP within UN PSO has received new focus since the endorsement of the UN IMP Guidelines by the UN Secretary General (13 June 2006). The draft African Standby Force Doctrine Handbook (Chapter 7), and the draft AU Planning and Decision Making Aide Memoire (dated Nov 2009), now also encompass "The Planning of Multi Dimensional Peace Support Operations", which has drawn extensively on the existing UN IMP Guidelines. It is for this reason that the key aspects of IMP for either UN or AU Peace Support Operations (PSO) missions are considered a most relevant subject for study at the Operational level. The AU PSOD approved the reproduction of the DRAFT AU Planning and Decision Making Aide Memoire (dated Nov 2009) as a teaching tool for the SADC CJAX in 2011.

7. IMP Utility. Officers who are deployed to UN or AU Integrated Mission HQs, UN or AU Force HQs, ASF Regional Brigade HQs, ASF Regional PLANELMs or any National Contingent Components of either UN or AU PSOs, are now likely to encounter the IMP. It is therefore key that potential Senior Staff Officers and Commanders have a basic understanding of the concept and operational level staff processes of IMP. The Staff planning involved in Ex UHURU, is pitched at the level of an Integrated Mission Planning Team (IMPT) as this is the most potentially relevant level that Command and Staff College graduates would be exposed to as SSOs within an AU/ASF/Regional PLANELM environment.

8. Ex UHURU Scenario. The Carana Scenario was originally developed by the Pearson Peacekeeping Centre (Canada) in conjunction with the Kofi Annan International Peace Training Centre (KAIPTC), but has been developed to suit the requirements of Ex UHURU. It was revised in 2009 to incorporate a Regional economic Community (REC) and improved mapping. It has been used widely within the UN training environment and also at The International Peace Support Training Centre (Nairobi), and is approved by the AU Peace and Security Operations Division (AU PSOD) in Addis Abbaba in the Amani Africa series of exercises. The revised Carana scenario is based on an AU Mission in the fictional country of Carana. The revised Carana scenario supports CJAX with a wealth of realistic, detailed and relevant Strategic level staff work, from which the Learner bodies develop their staff solutions at the operational level.

CJAX 2013 SCHEME OF MANOEUVRE

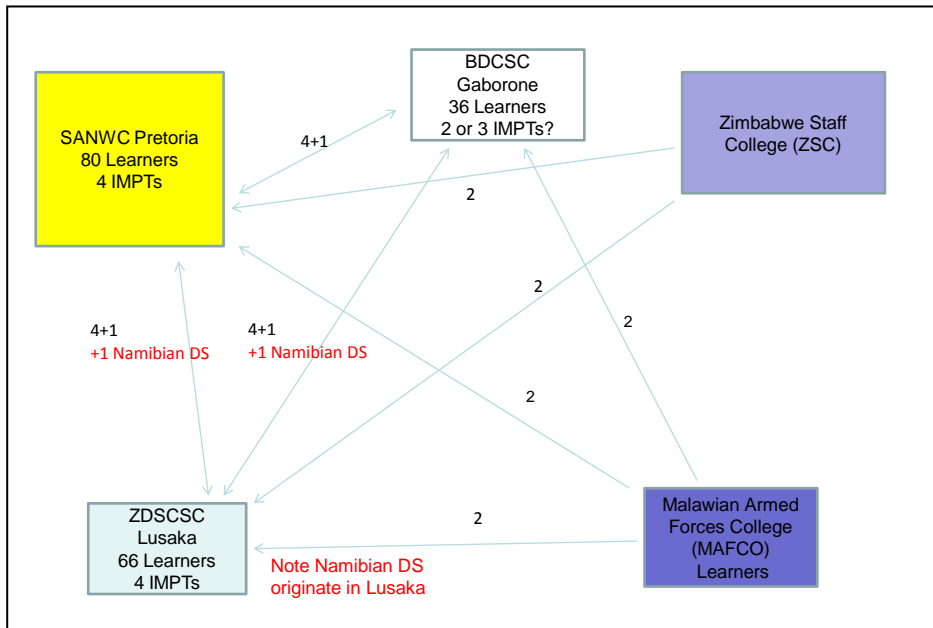
9. The CJAX Concept has 2 Phases;

- a. A Preparation Phase. This comprises; an academic foundation similar in all colleges, a Train the Trainer (T3) seminar for Directing Staff (DS), and 2 x Planning sessions (MPC and FPC / T3 combined) and the Civilian Component Roadshow, which briefs learners on key roles in the Police and Civilian Components.

¹ The Ex aim remains unchanged since it was revised at the CJAX 2011 MPC.

² Achieved by the Train the Trainer (T3) Seminar and use of the revised CARANA scenario.

b. Ex UHURU (24-31 Aug 13). This comprises; a PSO planning exercise concurrently executed in all colleges, including an exchange of 4 x students and 1 x DS between all the participating colleges. Malawi will send 2 delegates to each college. Additionally for 2013, Namibian delegations (1 x DS) will participate / view CJAX in all colleges, with a view to running their own exercise in due course. Observers from other SADC nations should be anticipated. Provision is made for Zimbabwe sending observers to Lusaka and Pretoria.



CJAX 2013 – EX UHURU - COORDINATING INSTRUCTIONS

10. Exercise Control and Responsibilities.

a. Host College responsibilities for CJAX 2013, are very similar to those of 2012; Each host college will appoint an Exercise Director. He will be supported by the Host College DS and the visiting DS from the 2 other colleges. Visiting DS (RSA, Zam, Bots) will be responsible for syndicates. DS from Zimbabwe will act as observers.

Host Colleges are also responsible for:

- All administrative activity associated with CJAX within their nation, including transport to / from airports for own / visiting delegations, food and accommodation;
- All cultural and social serials including the social event;
- Organising Civilian Police participation– 1 per syndicate and an AU Police Comssioner;
- Organise Mentor Team participation (see Exercise UHURU ORBAT);
- Organise local NGO participation;
- Organise the necessary resources for the Media Problem. (ie. camera team and media training).

b. BPST(SA)'s responsibilities for CJAX 2013, are as follows:

Financial sponsorship as agreed bilaterally between nations;
 BPST will sponsor some MPC travel, and venue costs for combined FPC and T3;
 BPST will provide 3 x UK facilitators as requested to RSA, Botswana and Zambia, noting that they would NOT run the exercise, the facilitators would:

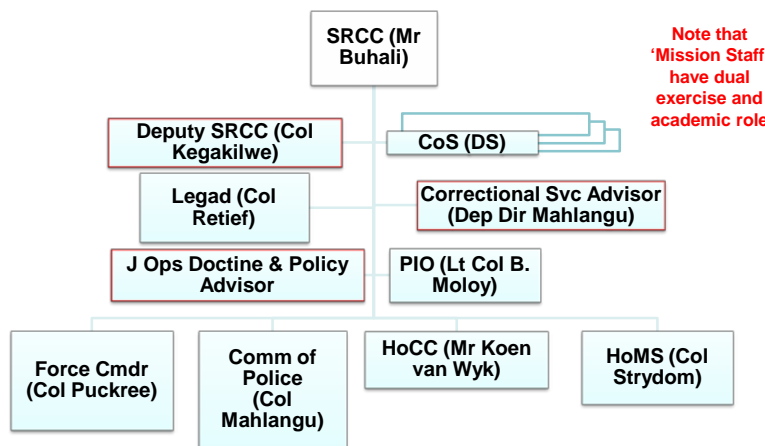
- Provide advice to DS on the execution of Ex UHURU.
- Deliver the central presentations introducing Ex UHURU and each Problem.
- Ensure a commonality of approach across each college.
- Coordinate the exercise debriefs and capture Lessons Identified (LIs) across each College.
- Pay costs of visiting UN agencies / NGOs as agreed to participate in the exercise.
- Provide the main parts of the exercise paperwork (Ex Instruction / Scenario / Whites / Pinks).

- Centrally organise IO / NGO participation (OCHA, UNOAU and ICRC) in each College.

11. CJAX 2013 – external actor participation. CJAX 2013 will hopefully see participation from the following organisations in accordance within the Exercise UHURU ORBAT shown below:

- a. Colleges are to source / appoint 1 senior police officer to act as AU Commissioner of Police in each college, with National police services providing 1 visiting police person per syndicate.
- b. 2 senior civilians are required to act as mentors (playing the roles of DSRCC and Head of Mission Support).
- c. A visiting LEGAD is highly desirable.
- d. OCHA, ICRC and UNOAU have been asked to provide 1 person per college to act as Mentors / IO / NGO liaison.

Ex UHURU Example Senior Mission Staff (Mentors)



17 April 2013

Example from SANWC in 2012

12. CJAX is a 'whole college' activity and requires considerable mobilization of resources. There are 2 key aspects to this: college organization and syndicate organization.

- a. College Organisation. Colleges must appoint the correct individuals to fill key roles such as Force Commander, LEGAD, Head of Mission Support (HoMS). A Directing Staff should be charged with coordinating and briefing external participants. If colleges cannot fill all the posts, then careful selection of key personnel will compensate for this.
- b. Role Playing and Syndicate Organisation. Syndicate DS will assign roles to each Learner. Learners are encouraged to get "in role", and to assist, Component Instructions have been produced and revised for 2013. These comprise Role Specific Instructions for key Civilian and Police Component Roles, which will be undertaken by Learners. Further briefing on this subject will be delivered during the Civilian Component Roadshows (CCR). Learners will be organized into groups of up to 20, representing the staff of an in country IMPT. The Mentor Team / DS will play the roles of key mission staff. Notably, each syndicate DS will assume the role of the Mission (AMICA) Chief of Staff (see diagram above), but in 2013 will appoint a learner in the role of syndicate coordinator.

13. Learners from other nations must be separated from each other and assimilated in to the syndicate teams, and all Learners are to be treated in exactly the same way regardless where they come from. The scenario sees Learners, acting as members of the Integrated Mission Planning Team (IMPT) and they will stay in role throughout the exercise. Where Police and Civilians are participating in syndicates, they will be assigned role playing tasks within their area of specialisation.

14. CJAX Academic Problems. During Ex UHURU there will be 5 problems³ posed to learners;

Problem 1 –‘The initial Country and Cell Back Briefs to the Mission Chief of Staff’ – This gives all Learners the opportunity to present information as it is available to their role, working within their Components (cells) at this stage.

Problem 2a - The IMPP SRD – This will use the Carana scenario as a vehicle to further explain IMPP. This will set the learners up for success in problem 2b.

Problem 2b - The Matrix Practical Task – This will provide Learners with a good idea of the complexity of tasks that lie ahead for all 4 components. It will require them to share information, compromise and work as an integrated team.

Problem 3 - The televised media interview - This is designed to test the practical application of the Info Ops Concept.

Problem 4 – The Conops Brief. At this stage the Learners are to deliver a fully integrated mission CONOPS to the Head of Mission (HoM). **Revised format for 2013.**

15. DS Solutions. All participants should be aware that there are no definitive right or wrong answers to this Exercise; it is designed to promote thought and discussion on the range of issues that will confront an AU/UN sponsored Peace Mission and expose all participants to the IMP process (particularly at Levels 3 – 4). DS will be issued with Notes to help them guide the syndicates, but these are simply a framework for discussion.

16. Distribution of CJAX 2013 Materials. Resources have been allocated at the following scaling with an allowance made for spares:

Country	CARANA Read Ahead Pack and Enclosure 1	Mil Comp Instr	Pol Comp Instr	Civ Comp Instr	Ex Req't Doc	AU Doctrine Handout (Aide Memoire)	Civilian Dimension to the ASF	CARANA BSP	Tech Survey	DS Notes	Certificates
RSA	110	25	15	55	102	12	12	12	5	5	110
ZAM	100	25	15	55	90	12	12	12	5	5	90
BOTS	60	15	12	40	90	6	6	6	5	5	70
MAL	8	TBC	TBC	TBC	8	0	0	0	0	0	0
NAM	6	0	0	0	6	2	2	2	6	6	0
BPST	10	10	10	10	10	3	3	3	10	10	0

Colour Code: Grey = issued 1 per Learner
 Orange = issued 1 per Learner in role
 Purple = issued 1 per Cell
 Pink = issued 1 per DS

17. Map packs are allocated at 1 per syndicate / IMPT. All scaling assume the following IMPT / group sizes:

- a. SANWC. 4 IMPT groups of approx 20 learners each
- b. ZDSCSC. 4 IMPT groups of approx 15 learners each
- c. BDCSC. 2 IMPT groups of approx 30 learners each

18. CJAX Learner Assessment. Assessment of Learners is a National responsibility.

³ A detailed for Instruction for each Problem will be provided.

Day -1 Fri 31 Aug	1330: Mentor and NGO Liaison Brief
Day 1 Sat 1 Sep	Travel for visiting delegates and welcome at host colleges Mentors and NGO liaison requested to briefly read paperwork!
Day 2 Sun 2 Sep	Cultural visits for visiting Delegates
Day 3 Mon 3 Sep	AM - Official Welcome; all photos and syndicate intros and Consideration of problem 1 – Initial Backbrief by Cell PM = major Mentor / NGO liaison input
Day 4 Tues 4 Sep	AM – Presentation and debrief of Problem 1 – Initial Backbrief by Cell 0800-0925 = major Mentor / NGO liaison input Mid morning – Problem 2a IMPP SRD (Mentors and NGO liaison not required 1030-1240 PM – Problem 2b IMPP Matrix Mentors required Evening – informal social event deleted and moved to Fri
Day 5 Wed 5 Sep	AM – Prepare Problem 2b – The IMPP Matrix Mentor / NGO liaison input PM – Discuss Problem 2b Mentors required
Day 6 Thu 6 Sep	AM – Issue of Problem 4 Integrated Mission CONOPS Brief and Conduct of of Problem 3 – The televised media Interview Mentor / NGO liaison input PM – Preparation of Problem 4– The Integrated Mission CONOPS Brief Major Mentor input at backbrief
Day 7 Fri 7 Sep	AM - Presentation and discussion of Problem 4 – The Integrated Mission CONOPS Brief Mid morning – Hot wash up and Closing Address. PM - CJAX Final Function o/c – Free afternoon for visiting delegates to explore host environments
Day 8 Sat 8 Sep	Travel

19. Outline of Events. A detailed block programme is at Annex A. Serials on the summary above in green highlight key input from external participants.

Day -1: Fri 23 Aug. All those participating in the exercise will be issued with the read ahead pack and their respective Component Instructions. Problem 1 will be briefed and issued at this stage (new for 2013). There is also a requirement to hold a short Mentor Team Briefing to orientate external participants. Learners should be divided into their respective components at this stage. Malawian delegates to RSA and Botswana arrive in Pretoria.

Day 1: Sat 24 Aug. Travel Day. The movement of all visiting delegations will occur in accordance with the travel matrix at Annex B. Bilateral arrangements will be made between Botswana and South Africa to facilitate meeting the respective delegations going by road to Gaborone and Pretoria respectively. Malawian delegates to Botswana will be transported to Gaborone in RSA transport. Informal welcome dinner arranged by sponsor officers.

Day 2: Sun 25 Aug. Cultural Day. Each college will host a cultural day designed to expose visiting delegations to some cultural aspects of the host country and integrate visiting delegations into the host college. This is part of the welcome activities of all incoming delegates and learners by respective colleges.

Day 3: Mon 26 Aug. This will see the exercise start in earnest, with a Welcome Address from the host College, an exercise brief, an introduction within syndicates⁴, a Course / Syndicate photos and consideration of Problem 1, which was briefed previously. Problem 3 will also be issued on this day to allow the Syndicates' PIOs due time to prepare.

Day 4: Tue 27 Aug. Tuesday is dedicated to revision of the IMPP and the Syndicate Room Discussion on the IMPP Matrix. An informal social event is conducted in the evening.

Day 5: Wed 28 Aug. Learners will complete the matrix, following on from the previous day's instruction. This is a key day for the Mentor Team, who will tour the syndicates and offer comment and guidance to the Learners.

⁴ To optimise the experience of the group and build a team which is cogniscent of each other's strengths and weaknesses, Learners are to be prepared to deliver an impromptu 2-3 minute brief detailing; who they are and what their military experience is prior to assuming appointments.

Day 6: Thu 29 Aug. In 2012 this day was reworked to allow more time to develop an integrated CONOPS, and Problem 4 is issued first thing. Whilst some Learners undertake Problem 3 under the guidance of the DS assigned to run this particular problem and the syndicate's PIOs, DS will meet to discuss Day 5's Activities, confer and prepare guidance where necessary for the HoM to issue at the afternoon Debrief. Those IMPT members not involved in Problem 3 'crack on' with the integrated CONOPS. During a central presentation, feedback and guidance for further development will be issued.

Day 7 Fri 30 Aug. This day is likely to be very busy. The day will start with the delivery of syndicate solutions to Problem 4. There will be a central discussion regarding this problem and a "hot debrief" of the whole exercise. This day may also focus on exposing senior guests to CJAX. There will be a closing address by the host college and a hosted lunch. In the afternoon visiting delegates will have an opportunity to explore the host locations; buy souvenirs etc.

Day 8 Sat 31 Aug. Travel Day. Visiting delegations will travel back to their home colleges (except Malaian delegates from Pretoria and Gaborone, who will stay overnight in Pretoria and return home on Sun 1 Sep.)

20. CJAX – Info Ops Strategy. The merits of a plan to advertise CJAX and expose its benefits to other SADC personnel was discussed at the FPC.

a. A VVIP Plan for senior external persons coming to visit CJAX 2013 at the Colleges was discussed at the FPC. This plan is subject to approval by College Commandants but sees the following organisations being invited by to attend the Final Day of the Exercise;

SANWC	AU PSOD and Angolan delegation
BDCSC	SADC Planelm
ZDCSC	ACOC Chair

The UK is prepared to fund (air tickets plus accommodation) for 2 x visitors to each CJAX if desired by Commandants. To achieve this CJAX planners should contact Maj Crow (BPST SA). See contact list at Annex E.

b. A VIP Plan for senior internal (national) persons coming to visit each CJAX does not require de-confliction between colleges and is a National responsibility.

c. The CJAX FPC discussed the benefits of inviting other SADC nations to attend CJAX as observers. As this involves different nations a degree of coordination is necessary to ensure Colleges do not "double book". At the MPC in 2013, the following model was discussed;

SANWC	Angola and / or Mozambique
BDCSC	SADC Planelm
ZDCSC	Tanzania / Mozambique plus ACoC Chair

As briefed at MPC 2013, the UK is prepared to fund (air tickets plus accommodation) for 2 x observers to each CJAX, if desired by Commandants. To achieve this CJAX planners should contact Maj Crow (BPST SA).

d. A suggested Media briefing sheet is at Annex D; this can be adapted for use at each college, if desired.

21. CJAX 2013 – Feedback mechanism. In order for the exercise planners to capture the positive and negative points from CJAX 2013, it is essential that each participant is asked to provide individual feedback in a common format (Annex C). These forms should be passed to the BPST facilitators who will in turn pass them to Lt Col Muddiman. Similarly, each College should provide feedback to SANWC by 9 Sept 2013, so that the points can be captured in the PXR. There is no set format for this. Finally the draft SADC PXR will be distributed for final comment prior to being published on 4 Oct 2013 ahead of ACOC.

CJAX 2013 SUMMARY AND THE FUTURE

22. CJAX 2013 Summary. Building on the success of CJAX 2012, CJAX 2013 is the one of the most important aspects of participating staff colleges' programmes. Not only will it develop a greater understanding of the Joint, Multinational and Interagency environment in order to promote a better understanding of the challenges involved in planning and coordinating a complex, multinational PSO. It will also serve to exchange ideas and concepts between SADC staff colleges, and forge critically important professional and social links between SADC military personnel. In this regard it will have a positive effect on the operational capability of the ASF.
23. CJAX: The future beyond 2013. Commandant ZDSCSC will report back to the ACoC in November 2013 regarding the execution of the 3rd annual SADC CJAX, and he will retain Coordinating Authority for a further year until handover at the 7th ACOC in 2013.
24. CJAX is a UK sponsored initiative to encourage synergy and common working practices between all African Staff Colleges. The British Peace Support Team (South Africa) has sponsored the development of both the ACoC and CJAX, and will continue to do so, as desired (and within capacity) in 2013 and beyond.

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Annexes;

- A. CJAX 2013 Block Programme.
- B. CJAX 2013 Travelling delegation details.
- C. CJAX 2013 Feedback form.
- D. CJAX 2013 Potential PRESS RELEASE.
- E. CJAX 2013 Contact List

Distribution;

Action:

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South African National War College
Botswana Defence Command and Staff College
Zambian Defence Services Command and Staff College
Namibian Command and Staff College
Malawian Defence Force HQ
Malawian Armed Forces College (MAFCO)
Zimbabwe Staff College
Commander BPST(SA)
BPST(SA) Facilitators for CJAX 2013

Info:

COS SADC Planelm

Comdt SADC RPTC

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