Combined Joint African Exercise (CJAX) 2013

Main Planning Conference (MPC)
Commandants’ Backbrief
MPC Output – DRAFT CJAX 2013 PLAN

• The desired output for the MPC was a fully resourced draft plan for the execution of CJAX 2013 in each participating College.
• This plan is in the form of a presentation for returning delegates to deliver to their College Commandants.
• Once Commandants have confirmed they are content with the plan, these briefs (plus any amendments made by Commandants) will form the basis of the agreed CJAX Overarching Instruction (COI), which will articulate exactly who is doing what / when / where / financed by whom.

• Feedback from Comdts on this plan requested by 3 May.
Required output of MPC Session 1

- CJAX 2012 reviewed using the Post Exercise Report as the base line document

- Output – Agreement on the format of CJAX 2013
  - What areas are to be refined?
  - What resources are required?
SADC CJAX 2013
Academic Content and Relevance

• Integrated Mission Planning (IMP) – very relevant

• Focus to stay on AU ASF doctrine

• SADC / AUPSOD provided doctrinal update at T3

• Multidimensional, updated scenario is fit for purpose
General Feedback - Opportunities

• ALL

– More civilian input: *POLAD input wherever possible. Use UNOAU in Lusaka; DIRCO / Gift of Givers in Pretoria; in Gaborone approach Ministry*

– *Introduce a senior police officer to CJAX to act as Commissioner*
Threats

• Lack of command attention:
  – Visitors / hosting plan must be agreed early and invites sent accordingly.
  – Plagiarism: plans to mitigate and for disciplinary action as a last resort.
2013 - Civilian Participation

- Civilian perspective in 2012 – A great improvement in most areas
  - Each College must be supported by a range of expertise from the Civilian component.
  - SADC
    - Snr SADC PSO trained civilian to be asked to give presentation at the T3
    - 1 x snr SADC civ mentor per college
Admin Arrangements

• National responsibility to organise and fund all activity within borders less that specified
  – *Good communication required between delegations: Contact list attached with minutes.*

• Travel
  – Spelling on tickets...must be checked!
  – Malawian delegates to BW (share RSA tpt?)

• Accommodation – no obvious problems

• Cultural Day – All good

• Social activity – *Positive feedback on last year.*
CJAX 2013
Methodology and Scenario approved

• Read up

• Learners presented with a Staff problem

• Role Play integrated planning in Components as briefed in CCR

• Syndicate Work with Mentor assistance

• Centralised and in Syndicate Debriefs for Problems
Ex UHURU Example Senior Mission Staff (Mentors)

SRCC (Mr Buhali)

Deputy SRCC (Col Kegakilwe)

Legad (Col Retief)

J Ops Doctrine & Policy Advisor

Force Cmdr (Col Puckree)

Comm of Police (Col Mahlangu)

CoS (DS)

Correctional Svc Advisor (Dep Dir Mahlangu)

PIO (Lt Col B. Moloy)

HoCC (Mr Koen van Wyk)

HoMS (Col Strydom)

Note that ‘Mission Staff’ have dual exercise and academic role

3 May 2013

Example from SANWC in 2012
Ex UHURU Example ORBAT: leaner roles

Minimum Appointments per Joint Syndicate:
- 20 x Mil members
- 1 x SAPS
- 1 x Correctional Svc
- 1 x DIRCO

Joint Syndicate 1 & 6 (Masai)
Joint Syndicate 2 & 3 (Madagascar)
Joint Syndicate 4 & 5 (Gulfers)
Joint Syndicate 7 & 8 (Fishers)

Military Component
- CoS
- J1
- J2
- J3/5
- J4
- PIO
- Legal off

Police Component
- CoS
- Admin
- Ops
- Police Planner
- Correctional Svcs Planner
- Log

Civilian Component
- Human Rights
- Political Affairs
- Humanitarian
- Protection
- Gender

Mission Supp Component
- Log
- C Int Supp Svc
- C Admin Supp

IMP Teams

1 x member from DIRCO

3 May 2013
Example from SANWC in 2012
Ex UHURU – 5 x Academic Problems

• Problem 1 - The Initial Backbrief by Cells – This will give learners a good understanding of the situation in Carana facing their Cell / Component role. Builds shared situational awareness of overall picture across the IMPT.

• Problem 2a - The IMPP / IPP 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 IMPP Matrix – This will provide learners with a good idea of the complexity of tasks that lie ahead for Military Component, the Civilian Police Component, the UN agencies and other NGO actors on the integrated mission in Carana.
Ex UHURU – 5 x Academic Problems

• Problem 3 - The televised media interview - This is designed to test the practical application of the Info Ops Concept.
• Problem 4 - The Integrated Mission CONOPs Brief - Learners have a good understanding of the situation and they have identified what needs to be done by whom….they now need to bring this together in a plan.
2013 - Academic Problems
General points

• DS
  – Must be confident and they must understand the process and attend Train the Trainer / DS clinics
  – Recommendation: investment in DS must be a priority

– CJAX is not just a briefing exercise!
  - Less time spent now preparing centralised presentations and more time spent actually doing collaborative planning – eg. Backbriefing, conducting IMPT planning updates, cross component breakout groups etc.
2012 - Academic Problems
General points

• Cheating / Cadavers / Monuments

  – Recommendation: Zero tolerance approach must remain in force.
Problem 1 - The Initial Country and Cell Back Briefs...
  - New requirement was DESCOPED (ie. central presentation was removed and concurrent briefs to DS were substituted)
    - Recommendation: Deliver Problem 1 on Fri.
  - Confusion over Terminology (IMPT COS vs component COS)
    - Recommendation: a Syndicate Coordinator is appointed by the DS in each IMPT
2013 - Academic Problems

• Problem 2a - The IMPP SRD
  – Successfully achieved its aim: no change

• Problem 2b – The IMPP Matrix
  - More time allocated in 2012
  - Mentor Team Circulations / ‘break out groups’
  - Benefit of Mentors but need to be well briefed and ‘on message’
  - Confusion over which Mission Objkectives to be included

• Recommend: timely pre briefings for mentors / paperwork ‘tightened up’ / scheduled circulations
2013 - Academic Problems

- Problem 3 – The Media Problem
  - Different in each college
  - Use of outside agency (non DoD) is best

- **Recommendations:**
  - Identify supporting teams early
  - Team up with partner organisation throughout the week – more learners get benefit.
  - Pre training on media handling – include a media handling session in T3?
2012 - Academic Problems

• Problem 4 – The Integrated CONOPS Brief
• Old presentation template caused confusion
• D+G from Head of Mission prior to Problem 4?

This problem showed a marked improvement from 2011 due to increased time allotted to Problem 2b and Mentor efforts leading to more ‘expert input’ from role players

• Recommendation: This problem be refined so output is absolutely clear from the brief.
<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day -1</td>
<td>Fri 31 Aug</td>
<td>1330: Mentor and NGO Liaison Brief</td>
</tr>
<tr>
<td>Day 1</td>
<td>Sat 1 Sep</td>
<td>Travel for visiting delegates and welcome at host colleges</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mentors and NGO liaison requested to briefly read paperwork!</td>
</tr>
<tr>
<td>Day 2</td>
<td>Sun 2 Sep</td>
<td>Cultural visits for visiting Delegates</td>
</tr>
<tr>
<td>Day 3</td>
<td>Mon 3 Sep</td>
<td>AM - Official Welcome; all photos and syndicate intros and Consideration of problem 1 – Initial Backbrief by Cell</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PM = major Mentor / NGO liaison input</td>
</tr>
<tr>
<td>Day 4</td>
<td>Tues 4 Sep</td>
<td>AM – Presentation and debrief of Problem 1 – Initial Backbrief by Cell</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0800-0925 = major Mentor / NGO liaison input</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mid morning –Problem 2a IMPP SRD</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Mentors and NGO liaison not required 1030-1240</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PM – Problem 2b IMPP Matrix</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mentors required</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Evening – informal social event deleted and moved to Fri</td>
</tr>
<tr>
<td>Day 5</td>
<td>Wed 5 Sep</td>
<td>AM – Prepare Problem 2b – The IMPP Matrix) Mentor / NGO liaison input</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PM – Discuss Problem 2b Mentors required</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PM – Preparation of Problem 4– The Integrated Mission CONOPs Brief</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Major Mentor input at backbrief</td>
</tr>
<tr>
<td>Day 7</td>
<td>Fri 7 Sep</td>
<td>AM - Presentation and discussion of Problem 4 – The Integrated Mission CONOPs Brief</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mid morning – Hot washup and Closing Address.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PM - CJAX Final Function</td>
</tr>
<tr>
<td></td>
<td></td>
<td>o/c – Free afternoon for visiting delegates to explore host environments</td>
</tr>
<tr>
<td>Day 8</td>
<td>Sat 8 Sep</td>
<td>Travel</td>
</tr>
</tbody>
</table>
Visitor Plan

• VVIP (i.e. External to National resources) to support ACOC AU endorsement / other.
  – RSA.... *AU PSOD to be invited*
  – Botswana .... *SADC Planelm*
  – Zambia..... *incoming ACOC chair (Libya)?*

• VIP plan (i.e. National)
  – RSA – *Ch Jt Ops?*
  – Botswana – *CDF + PUS SEC DEF?*
  – Zambia – *CDF + Min Def and Security?*
Visitor Plan (cont’d)

• DAs in 2012
  – Botswana - ?
  – Zambia – all attended
  – RSA – all attended

• BPST(SA) prepared to finance (flight and accommodation) for 2 x visitors to each college, from another SADC nation
Observer Plan

- Zimbabwe / Namibia this year
- Aim to meet most of own costs in observer year
  - benefit from financial support once a CJAX participating college
CJAX 2012 - Feedback

- All
  - Individual Feedback form – Annex C
  - Collected by BPST facilitator

- Each College feedback by 9 Sep
  - FORMAT not specified

- DRAFT PXR distributed O/C

- 4 October – CJAX 2013 PXR Published
Required output of MPC Session 2

• Clarify roles / responsibilities of participants in CJAX 2013

• **Output – common understanding of who is doing what, when and where in support of the exercise aims.**
  – Host Colleges
  – Travelling delegates
  – BPST(SA) facilitators
  – Other actors e.g. SADC Planelm / ICRC / OCHA / UNHCR (as applicable)
Host College Responsibilities in 2013

- Exercise Director – from each host college: Comdt
- Supported by the Host College DS and the visiting DS from the 2 other colleges
  - Visiting DS will be responsible for syndicates
- Host Colleges are responsible for:
  - All administrative activity associated with CJAX within their nation
    - Inc transport to / from airports for own / visiting delegations, food and accommodation
Host College Responsibilities in 2013

– All cultural and social serials

– Organising Civilian Police participation

– Organising Civilian Component participation

– Assigning a DS to deliver the IMPP revision lesson during the previous week.

– National VIP visitors.

• Are you content with these assigned responsibilities?
BPST(SA) Responsibilities in 2013

- Financial sponsorship as agreed
- BPST(SA) exercise facilitator.
  - Provide advice to DS and Mentors 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 debriefs and capture Lessons Identified (LIs) across each College.
BPST(SA) Responsibilities in 2013

- 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
  - Learner Resources and Maps
- He will not run the exercise.

- Do you want UK facilitators?
• UHURU 2013

SANWC Pretoria
80 Learners
4 IMPTs

BDCSC
Gaborone
36 Learners
2 or 3 IMPTs?

ZDSCSC
Lusaka
66 Learners
4 IMPTs

Zimbabwe Staff
College (ZSC)

Malawian Armed
Forces College
(MAFCO)

Learners

4+1
+1 Namibian DS

4+1
+1 Namibian DS

2

2

2

2

Note Namibian DS originate in Lusaka
Required output of MPC Session 3

• Clarify CJAX administrative / financial arrangements for each college

• Output – Common understanding of all administrative and financial arrangements associated with CJAX 2013
  – Must include travel plan
  – Must outline cost split
<table>
<thead>
<tr>
<th></th>
<th>RSA</th>
<th>Bots</th>
<th>Zam</th>
<th>Nam from Lusaka</th>
<th>Malawi</th>
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</thead>
<tbody>
<tr>
<td>RSA</td>
<td><strong>Air R2100 pp</strong></td>
<td>Air R3200 pp</td>
<td>Air R3200 pp</td>
<td>Air R3200 pp</td>
<td>Air 4800 pp</td>
</tr>
<tr>
<td>Bots</td>
<td>Air R2100 pp</td>
<td><strong>Air R2800 Direct on Fri and Sun only</strong></td>
<td>Drive</td>
<td>Drive</td>
<td></td>
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<tr>
<td>Zam</td>
<td>Air R3200 pp</td>
<td>Air R2800 Direct on Fri and Sun only</td>
<td><strong>Drive only</strong></td>
<td>Drive</td>
<td></td>
</tr>
<tr>
<td>Nam from Lusaka</td>
<td>Air R3200 pp</td>
<td>Air R2800 Direct on Fri and Sun only</td>
<td>Drive</td>
<td>Drive</td>
<td></td>
</tr>
<tr>
<td>Malawi</td>
<td>Air R4800</td>
<td>Must go via ORT. TBC</td>
<td>Drive only</td>
<td></td>
<td></td>
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</tbody>
</table>
### Agreed Cost Breakdown

<table>
<thead>
<tr>
<th>Country</th>
<th>FPC Travel</th>
<th>FPC Accom</th>
<th>UHURU Travel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Namibia</td>
<td>Zambia / Namibia</td>
<td>BPST(SA)/Namibia</td>
<td>Namibia</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>N/A</td>
<td>N/A</td>
<td>Zimbabwe</td>
</tr>
<tr>
<td>RSA</td>
<td>RSA</td>
<td>RSA</td>
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<tr>
<td>Botswana</td>
<td>Botswana</td>
<td>Botswana</td>
<td>Botswana</td>
</tr>
<tr>
<td>Zambia</td>
<td>Zambia</td>
<td>BPST(SA)</td>
<td>Zambia</td>
</tr>
</tbody>
</table>
Required output of MPC
Session 4

• Review CJAX 2013 Planning Process and Timeline

• Output – A detailed timeline of agreed events
  – Timelines for flight bids, participant confirmation, facilitator requirements.
  – Distribution of Exercise material. Agree requirement.
  – CJAX FPC – Agree location, dates, agenda and objectives
  – Train the Trainer Seminar. Agree objectives, to include suggestion on content; IMPP / UN / AU / Civ component?
16/17 Apr
- Main Planning Conference
- PSO Training Seminar

24 - 27 Jun FPC
- CJAX
- Final Planning Conference (FPC)
- Train the Trainer Seminar (T3)
- Ex UHURU resources distributed

24-31 Aug
- Ex UHURU

Mar | Apr | May | Jun | Jul | Aug | Sep

3 May
- Commandants to confirm they are content with the administrative and academic plans

26 Apr
- Minutes of the MPC published
- to include Wng O for FPC

17 May - Names of all delegates (+ 50% Reserve) submitted to co-ord Authority

30 Jun
- Travel plans confirmed
- Tickets booked

1 Jun
- CJAX 2013 Overarching Instruction (COI) published

Jul
- Any amendments to the CJAX 2013 plan published
- Minutes of the FPC published

CJAX Preparation phase in colleges – includes CCR
CJAX FPC

• When? 24 - 27 Jun
• Where? RPTC HARARE (TBC)
• Objectives?
  – Final Coord Conf
    • Who? All Ex Coordinators and DS where possible.
    • What? Final admin arrangements/ RV timings etc
  – Train the Trainer?
    • Who? All Syndicate DS
    • What? Revisions to Ex CARANA briefed / paperwork issued.
• Transport plan
  – Malawi, RSA, Zam and Nam: road moves
  – BW: by air
Exercise Resources

• What?  See Spreadsheet
  – Hard copy
    • Ex scenario and Read Ahead Pack
    • Supplementary Instructions
    • Maps
    • DS Pack
  – Electronic Copy
    • To all but on limited distribution – not to learners

• How Many?  Let BPST know ASAP

• When?
  – At the FPC?
Required output of MPC Session 5

• Standardisation of CJAX related pre training and ‘long lead time arrangements.’

• Output - Identify when and where NGO / IO speakers will deliver pre-trg.
Ex UHURU Example ORBAT:

leaner roles

Minimum
Appointments per
Joint Syndicate
➢ 20 x Mil members
➢ 1 x SAPS
➢ 1 x Correctional
Svc
➢ 1 x DIRCO

Military Component

CoS
J1
J2
J3/5
J4
PIO
Legal off

Police Component

CoS
Admin
Ops
Police Planner
Correctional Svcs Planner
Log

Civilian Component

Human Rights
Political Affairs
Humanitarian
Protection
Gender

Mission Supp Component

Log C Int Supp Svc
C Admin Supp

Log
Mission Log
Mov Control
Comd Info Tech Svc

HR
Fin/Bud
Med
Gen Svc
Cond & Disc

Police / correctional services in role

Learners in Civ roles / cív in role?

3 May 2013

CJAX MENTOR & ADVISOR BRIEF
Time constraints require NGO / IO briefs to be delivered before pre Ex UHURU.

• How does CJAX test learner knowledge of NGO / IO activities?
• What should briefs include?
• What arrangements are already in place and where?
• What are shortfalls / what facilitation is required?
CJAX demands:

- IMPP process and role play within Ex UHURU requires learner knowledge of:
  - Humanitarian Advisor
  - Human Rights Advisor
  - Political Advisor
- Role of police in PSO
- Media Handling skills
- How do learners acquire awareness of these issues within UN/AU op context?
Requirement of pre CJAX briefings

• Civilian Component Roadshow to include:
  - Civ Political Advisor / RTP (UNOAU? / SADC Civ?)
  - Humanitarian (UNOCHA / ICRC)
  - Human Rights / ICC (UNOHR / others TBC)
  - Public Information Officer (new for 2013)
  - T3 PACKAGE to include issue of Role specific instructions for learners.

• Force Commander’s perspective lecture
• Staff Skills Cascade Training?
Facilitation Required

• Civilian Component Roadshow (CCR) (3 / 4 lectures and panel discussion).
  – Pretoria 19 Aug
  – Gaborone 20 Aug
  – Lusaka 22 Aug

• Mentors conducting ‘Circulations’ / break out groups during Ex UHURU

• Colleges to programme own Force Commander presentation

• BPST to scope SADC Staff Skills package
Required output of MPC
Session 6

• Discuss the handover of Coordinating Authority responsibility for the SADC CJAX in 2013/14

• Output – Common understanding on the future of SADC CJAX, including;
  – agreement on which College will take on Coordinating Authority responsibility.
Session 6

- Subject to discussion between Comdts: Botswana to assume Coord Authority in 2014.
- Formal Handover at ACoC
- Details to be discussed at Curriculum Conference, Lusaka
Session 6

• CJAX membership likely to grow during next 2 years (Namibia, Zimbabwe?)

• Coord Authority to take on SADC PXR / Lessons Identified / MPC process?
  – Manpower implication
  – BPST will continue to be involved
  – BPST to produce a Coord Authority Terms of Reference document
  – Work Session at Comdts’ Conf in May on ‘CJAX – the way ahead.”
Questions