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## **CJAX 2010 — INTEGRATED MISSION PLANNING (Ex UHURU) - INSTRUCTION**

### References:

- A. IMP UN Guidelines Endorsed June 2006.
- B. ASF Draft Doctrinal Handbook – Chapter 7.
- C. Minutes of the CJAX Working Group 8-10 Mar 2010.
- D. Minutes of the CJAX Working Group 2-3 Sep 2009.
- E. Minutes of the CJAX Working Group 11-12 Jun 2009.

### **BACKGROUND**

1. Integrated Mission Planning (IMP). The concept of Integrated Mission Planning (IMP) within UN PSO has received new focus since the endorsement of the UN IMP Guidelines by the UN Secretary General (13 June 2006) (Reference A). The draft African Standby Force Doctrine Handbook (Chapter 7) (Reference B) now encompasses “The Planning of Multi Dimensional Peace Support Operations” which has drawn extensively on the existing IMP Guidelines.

2. IMP Utility. Officers who are deployed to UN HQs, SADC Brigade/ASF PLANELM or other ASF Regional HQs/PLANELMS are now likely to encounter the IMP process either UN or AU based. It is therefore key that potential Senior Staff Officers have a basic understanding of the concept and operational level staff processes of Integrated Mission Planning. The planning is pitched at the level of an Integrated Mission Planning Team (IMPT) as this is the most potentially relevant level that JSCSP graduates would be exposed to as SSOs within an AU/ASF/Regional PLANELM environment. EX UHURU has been designed to meet this requirement.

3. The Carana Scenario. This scenario is being used as a vehicle to expose the Learner Body to the IMP process. It has been used widely within the UN training environment and also at The International Peace Support Training Centre (Nairobi). Ex UHURU is a tried and tested Exercise but which has now been adapted for the purposes of CJAX (i.e. it is focussed on a AU Mission rather than a purely UN operation).

### **CJAX**

4. CJAX 2010 Overview. This year for the first time SANWC is the coordinating authority for the inaugural Combined Joint African Exercise (CJAX), a pilot project within the Southern African Development Community (SADC) being executed on behalf of the African Union, and the African Conference of Commandants (ACoC)<sup>1</sup>. It is a UK sponsored initiative to encourage synergy and common working practices between all African Staff Colleges. It is modelled on the Combined Joint European Exercise (CJEX). This exercise will involve concurrently running the same PSO planning package and exercise in RSA, Botswana, and Zambia, having completed a similar course

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<sup>1</sup> See References C,D and E.

of PSO instruction in each College beforehand. The exercise part of CJAX is called Ex UHURU which comes at week 4 of the 6 week MOOTW module (6-10 Sep 2010).

5. CJAX Aim. The aim of CJAX is to “train in a Joint, Multinational and Interagency environment in order to promote a better understanding of the challenges involved in planning and coordinating a complex, multinational PSO”.

6. CJAX Specified Objectives.

a. Enhance student knowledge on the full range of Combined and Joint Operations planning.

b. Practice operational level planning using UN Integrated Mission Planning Processes and SADC (AU) doctrine.

c. Improve students ability and working skills in an interagency and international environment, since most students are not exposed to NGOs this needs to be enhanced

d. Address developments in African Security and Defence Policy

7. CJAX Scheme of Manoeuvre. The CJAX Concept has 2 Phases;

a. Preparation Phase; this consists of a MOOTW foundation of 2-3 weeks which should be similar in all colleges. As a start point for establishing “best practice” for PSO instruction in Command and Staff Colleges, SANWC has shared its syllabus with the other CJAX participants.

b. Ex UHURU; a PSO planning exercise concurrently executed in all colleges. Ex UHURU will include an exchange of 3 students and 1 DS between all the participating colleges.

## **Ex UHURU**

8. Ex UHURU – Coordinating Instructions

a. Exercise Control and Responsibilities.

i. Each College SDS for the MOOTW phase is responsible for delivering Ex UHURU within his / her college – the Exercise Director.

ii. The Exercise Director is supported by the host College DS and the visiting DS from the 2 other colleges. Visiting DS will be responsible for syndicates.

iii. Host Colleges are responsible for:

- All administrative activity associated with CJAX within their nation. This includes, transport to / from airports for own / visiting delegations, food and accommodation.
- All cultural and social serials associated with CJAX.
- Organising Civilian Police and NGO / IO participation in Ex UHURU.
- Reproduction of course material, though BPST will provide the bulk of the required paperwork.
- Assigning a DS to deliver the IMPP revision lesson on Day 4.

iii. A member of BPST(SA) will act as an exercise facilitator<sup>2</sup>. He will;

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<sup>2</sup> He will not run the exercise.

- 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 debriefs and capture Lessons Identified (LIs) across each College.
- Pay costs of visiting UN agencies / NGOs as required to participate in the exercise.
- Provide the main parts of the exercise paperwork.

b. CJAX – external actor participation. CJAX should involve UN Agencies, Civilian Police services and NGOs / IOs in order to achieve the objectives set. Organising participation by these external actors is a Host College responsibility. If costs are incurred BPST will provide funding. It is recommended that external actor participation should be from Tuesday 7 Sep until Friday 10 Sep. Civilian police should play the parts of the Civilian Police Mission. The IO and NGO participants should act as advisors across all the syndicates to the military learners acting as role players.

c. Role Playing. Syndicate DS will assign roles to each learner. Learners are encouraged to get “in role”, though the Hd of IMPT should have the power to re-assign Learners as required to ensure a balanced output. 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)<sup>3</sup>, as follows;

- Head of the IMPT
- AU PSOD Military Planning Officer
- Humanitarian Affairs Adviser (x 2)
- Human Rights Adviser (x 2)
- Integrated Logistics Support Officer (x 2)
- CIVPOL Officer (x 2)
- Political Affairs Officer (x 2)
- An NGO liaison officer (x 2)

d. CJAX Academic Problems. During Ex UHURU there will be 4 problems<sup>4</sup> posed to learners;

i. The Country Brief – This will give learners a good understanding of the complexity of the situation in Carana and situational awareness regarding the International response.

ii. 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 3

iii. 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 to Carana

iv. The 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.

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<sup>3</sup> In problem 4, the roles will change – this will be briefed in detail at the time.

<sup>4</sup> A detailed for Instruction for each Problem will be provided.

e. Outline of Events. A detailed block programme is at Annex A.

Day 1 Sat 4 Sep	Travel
Day 2 Sun 5 Sep	Briefing and cultural visits Issue Exercise paperwork including problem 1 – Country brief
Day 3 Mon 6 Sep	AM - Admin PM – Consider problem 1 – Country Brief
Day 4 Tues 7 Sep	AM – Presentation and discussion of Problem 1 – Country Brief Mid morning – central discussion and wash up Problem 1 PM Revision of IMPP and issue of Problem 2 - IMPP SRD
Day 5 Wed 8 Sep	AM – Presentation of Problem 2 – IMPP SRD PM – Issue Problem 3 – The IMPP Matrix
Day 6 Thur 9 Sep	AM – Consideration of Problem 3 – The IMPP Matrix PM - Presentation and discussion of Problem 3 PM – Issue Problem 4 – The Integrated Mission CONOPs Brief
Day 7 Fri 10 Sep	AM - Presentation and discussion of Problem 4 – The Integrated Mission CONOPs Brief Mid morning – Closing address and general admin Hosted Lunch
Day 8 Sat 11 Sep	Travel

f. Travel and Cultural day. Once the exchange<sup>5</sup> of DS and Learners between colleges has occurred on Day 1 (Sat 4 Sep), each college will host a cultural day (Sun 5 Sep). This is designed to expose visiting learners to some cultural aspects of the host country and integrate visiting delegations into the host college. That evening the exercise preparation will start with the issue of a read ahead pack to each Learner, for consideration over night.

g. Day 3 (Mon 6 Sep). This will see the exercise start in earnest, with a Welcome address from the host College, an exercise brief, an introduction within syndicates<sup>6</sup>, a Course / Syndicate photo and preparation of Problem 1.

h. Daily events (Day 4,5,6). Over the next 4 days a familiar pattern will develop; each morning before Morning Coffee / Stand Easy syndicates will present their solutions to the problems set the day before. The syndicates will present their solutions to all the problems in front of 1 or 2 other syndicates, apart from Problem 2 which is a Syndicate Room discussion. Before Lunch there will be a central debrief by DS and the next problem will be given to learners. After Lunch and in to each evening, Learners will prepare their answers to the problem set earlier that day. A detailed programme of events is at Annex A.

i. Final Day 7 (Fri 10 Sep). 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. There will be a closing address by the host college and a hosted lunch. In the afternoon the visiting delegations will start their journeys back to their home colleges.

j. 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.

k. CJAX Learner Assessment. Assessment of Learners is a National Host College responsibility. A model that has been used successfully in the past at SANWC is at Annex D<sup>7</sup>, Colleges are welcome to use this if they see fit. Using this model; Learners will be formatively assessed. Competencies will be determined through syndicate/sub-syndicate

<sup>5</sup> See Annex C – CJAX Travelling Delegation details.

<sup>6</sup> 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 3 minute brief detailing; who they are and what their military experience is prior to assigning appointments.

<sup>7</sup> Learner Assessment sheet.

work, presentations and behavioural observations. The exercise is outcomes based and focuses on concise briefing of scenario information, populating a planning matrix, making recommendations for draft plans and proposing realistic solutions to challenges. Assessment Sheets have been designed in the form of a rubric and to act as guidance to DS to control the learners' output and to ensure functional feedback. The assessment sheets must NOT be applied rigidly to kill learner initiative. Feedback to learners must focus on the application of knowledge of PSO and not just planning processes. On completion of Ex UHURU DS will be required to submit completed Assessment and Behavioural Observation Sheets in respect of all Learners for inclusion in the Feeder Reports.

9. CJAX – Info Ops.

a. A VIP Plan for senior external persons coming to visit CJAX at one or all of the Colleges is being developed by SANWC for proposal and discussion at the 3<sup>rd</sup> CJAX WG in July 2010. Options include; VVIP plan - AU PSOD / Chairman ACoC / Gen Offr SADC Planelm.

b. A VIP Plan for senior internal (national) persons coming to visit CJAX will be discussed at the WG 3. This will include discussion regarding whether a common approach is required across all the Colleges. Options include; Ministerial, Defence, Police visitors.

c. All non-participating SADC Command and Staff Colleges (Zimbabwe, Namibia, Tanzania and Uganda) have been invited to attend both the WG in July 2010 and Ex UHURU itself as observers.

d. The CJAX Media Plan will be developed at the CJAX WG in Jul 10.

10. CJAX 2010 Summary. CJAX 2010 is the one of the most important aspects of participating Command and Staff College's 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. But, it will also serve to exchange ideas and concepts between SADC Command and Staff Colleges, and forge the 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 SADC Brigade. That this is the pilot project for SADC and the wider AU, means that this exercise is taking on a profile far beyond any usual routine Command and Staff College activity.

11. CJAX The future beyond 2010. Commandant SANWC will report back to the ACoC in Nov 2010 regarding the execution of SADC's inaugural CJAX<sup>8</sup>. It is hoped that this will encourage other SADC nations to participate in 2011, and perhaps encourage other regions to conduct their own CJAX. 2011 will see SANWC as the Coordinating Authority for CJAX again which will provide an opportunity to further refine the exercise, thereafter this role will be passed to another SADC college. SANWC will publish a proposed sequence of events to effectively plan CJAX 2011. The original concept saw CJAX possibly becoming a Pan-African event.

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*Signed on Original*

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<sup>8</sup> Feed back forms will be provided to Learners and DS – Annex E.

Annexes;

- A. CJAX Block Programme.
- B. Distribution Matrix of Exercise Material.
- C. CJAX Travelling delegation details.
- D. CJAX Learner Assessment Sheet – an option for discussion.
- E. CJAX Feedback form.

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Commander BPST(SA) Facilitators for CJAX 2010