



BULLETIN



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Transfer Ceremony/Two-Year Cycle of Events/Specialized Events

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Permanent Executive Secretariat of the Conference of American Armies, Volume II

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Foreword

The Conference of American Armies (CAA) is an international military organization made up and led by armies from the American continents.

The CAA conducts a two-year cycle of specialized conferences/exercises hosted by different member armies. Each cycle ends in a preparatory meeting that reviews the accomplishments of the previous two-year cycle and approves the agenda for the forthcoming conference and Commander's Conference of the American Armies (CCAA). The CCAA is conducted by the army hosting the Permanent Executive Secretariat CAA (or PESCAA) for that particular cycle. Hosting of the PESCAA voluntarily rotates every two years. The host nation serves as the CAA headquarters responsible for coordinating all current cycle CAA activities in addition to hosting the preparatory meeting and commander's conference.

This bulletin contains valuable information to inform leaders from all conference member nations on the goals, processes, and procedures as a contributing army and prepares them to assume the critical role of leading the PESCAA in the future.

This publication is the second volume, in a series of three, produced for the CAA. It is a "how-to" guide outlining the structure and operation of the two-year cycle of events, culminating in the transfer ceremony of the CAA cycle.

My thanks to all of you who have contributed to this bulletin. Your willingness to invest your time, along with your candor and insight, made this publication possible.

A handwritten signature in black ink, appearing to read 'Clarence K.K. Chin', written in a cursive style. The signature is enclosed within a large, loopy oval shape.

CLARENCE K.K. CHIN
MG
Secretary General, Conference of the American Armies

**Permanent Executive Secretariat of
the Conference of American Armies, Volume II**

Table of Contents

Introduction	1
Chapter 1. Conference of American Armies Transfer Ceremony	3
Chapter 2. Conference of American Armies Cycle of Events	9
Chapter 3. Preparatory Meeting and Commander's Conference	13
Chapter 4. Army Responsibilities	17
Chapter 5. Specialized Conferences and Extraordinary Meetings/ Conferences (Study Committees)	19
Appendix A. Acronyms	25
Appendix B. Example of Delegate Instructions	27
Appendix C. Example of a Final Report for a Disaster Relief Operations Exercise	45
Appendix D. Example of a Final Report for a Specialized Conference on Civil-Military Relations	53
Appendix E. Military Decisionmaking Process Extract	57
Appendix F. Document Submission and Activity Timelines	63

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The Secretary of the Army has determined that the publication of this periodical is necessary in the transaction of the public business as required by law of the Department.

Unless otherwise stated, whenever the masculine or feminine gender is used, both are intended.

Note: Any publications (other than CALL publications) referenced in this product, such as ARs, ADRPs, ADPs, ATPs, FMs, TMs, etc., must be obtained through your pinpoint distribution system.

Introduction

The Conference of American Armies (CAA) enables the Army commanders of the western hemisphere to build and strengthen personal and professional relationships as well as address critical issues requiring mutual support from across the CAA community. The CAA is invaluable, providing a forum for approving the practical initiatives deployed by its respective delegations at the various CAA events over a two-year cycle.

The Center for Army Lessons Learned is supporting the CAA by producing a three-volume series of bulletins to capture lessons and best practices on how the Permanent Executive Secretariat of the Conference of American Armies plans, resources, and implements a CAA cycle. This is the second bulletin of the PESCAA series.

This bulletin is designed for any member of the CAA deciding on or agreeing to run a CAA cycle. This bulletin outlines a brief history of the CAA program and provides directions on designing, setting up, and running a cycle.

Chapter 1

Conference of American Armies Transfer Ceremony

The purpose of this bulletin is to provide the host members of the Conference of American Armies (CAA) the necessary administrative information for carrying out the transfer ceremony and a blueprint of actions for the next cycle. This bulletin explains the transition process, from the passing of the CAA responsibilities from the outgoing Army Permanent Executive Secretariat of the Conference of American Armies (PESCAA) to the new army stepping forward to take the CAA into the next cycle.

All of the action above are governed by the CAA regulations and bylaws established in Agreement No. 6, Article IV of Cycle XXIX, Commander's Conference of the American Armies (CCAA), conducted in Lima, Peru, October 2011. The bylaws of the CAA governing transference of the conference venue are found in the following articles of the agreement:

- **Article 26.** Transferring the stock of material and the organization's official transfer will be coordinated between the interested armies during the CCAA.
- **Article 27.** Transferring the stock of material of the PESCAA will be done on a date agreed to by the interested armies by no longer than 60 days from the new cycle start date.
- **Article 28.** The official transfer of responsibilities to the new host army will be done by 60 days before the new cycle start date. The transfer will be conducted during a solemn ceremony. It will be attended by government and military authorities of the host army, accredited military attachés of the armies of the CAA, and representatives of the army that is transferring the PESCAA. With this official transfer, the new host army will begin its functions. The PESCAA transfer will be coordinated between the interested armies during the commander's conference. Transferring the stock of material of the PESCAA will be done on a date agreed to by the interested armies within a maximum period of 60 days from the start of the first year of the new cycle. The official transfer of responsibility to the new host army will be conducted during a solemn ceremony where government and military authorities of the host army, accredited military attachés of the armies of the CAA, and representatives of the army that is transferring the PESCAA are present. After this official transfer, the new host army will begin its functions.

Once established, the main effort for the new host army PESCAA will be to determine an agreed upon date and location that accommodates both army commanders to conduct the Transfer of Authority Ceremony. As the first act of the new PESCAA, this ceremony sets the tone and standards for execution of cycle events. Collaboration between the new host army PESCAA president, secretary general, executive secretary, and previous PESCAA liaison officers (LNOs) determines the guidance and intent for planning and execution of the transfer ceremony. The previous PESCAA LNOs to the new host army PESCAA are the continuity and reachback for lessons learned; they also serve to coordinate directly with their country's military attaché and army staff.

The coordination between military attachés and army staff is critical to ensure widest dissemination of expectations and the proposed timeline of events among all interested parties.

A lead planner is assigned within the new host army PESCAA. Coordination is initiated to develop an event planning timeline and organize the staff, agencies, and external organizations needed to execute the transfer. Consideration for planning should take into account key dates and holidays for both countries, army commander's schedules, and venue availability. Planning should account for, but is not limited to, the following items:

- **Logistics:**

- Catering
- Hotel accommodations priced within government per diem
- Transportation and parking for guests and distinguished visitors
- Venue (may be dictated by historical weather patterns for the local region where the event is held)

- **Operations:**

- Airport arrivals and departures
- Drivers
- Receptions before/after ceremony
- Coordination for color guard and band
- Rehearsals

- **Communications:**

- Translation and interpretation (Spanish/Portuguese/English)
- Audio-visual internal communications

- **Intelligence:**

- Venue and hotel security
- Country clearances

- **Administrative/Protocol:**

- Accommodations for spouses
- Escorts and ushers for distinguished visitors
- Public affairs and media plan
- Gift exchange between army commanders of the new and previous host

- Protocol
- Invitee list
- Flags (CAA, previous host PESCAA, and new host PESCAA)
- Invocation
- Invitations

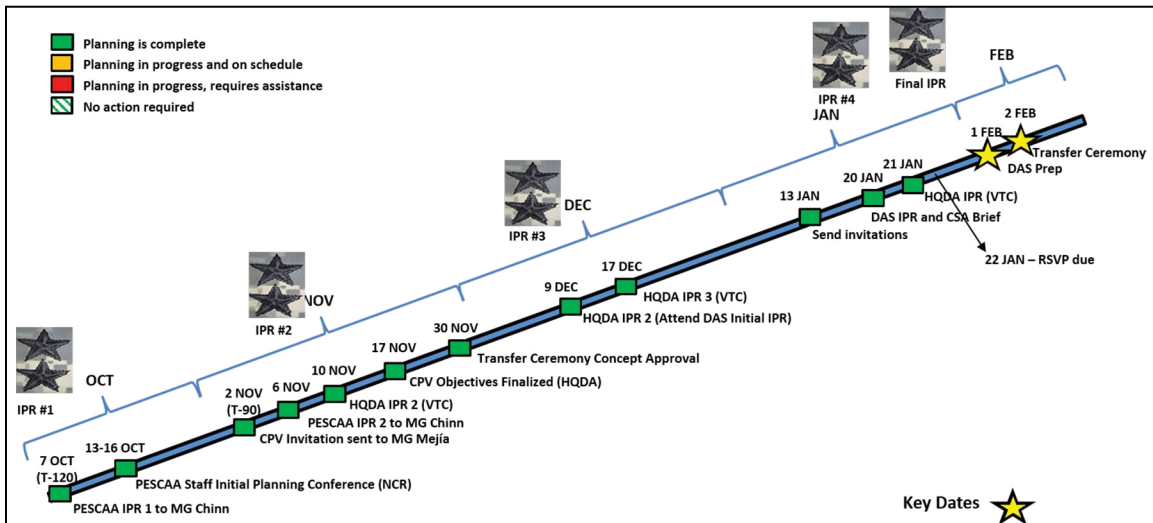


Figure 1-1. The 32nd CAA planning timeline for the transfer of authority ceremony (example).

In preparation for the February 2016 transfer of authority ceremony from Colombia, the U.S. PESCAA began planning in September 2015 (see Figure 1-1). The secretary general of the PESCAA was briefed on the initial concept for execution and, based on his guidance, the PESCAA began coordination with Headquarters, Department of the Army (HQDA) staff to determine the proper venue and time frame for the transfer ceremony. HQDA concluded that the transfer ceremony would be conducted as an event within a Chief of Staff of the Army (CSA) counterpart visit. Planners were identified at the PESCAA, and HQDA staff coordinated the details and lines of effort, for which each planner was responsible. An initial planning conference and a series of in-progress reviews were scheduled to ensure key metrics were met and provided leadership with feedback on the planning process. Site visits were conducted to coordinate directly with venue, catering, hotel, and transportation representatives.

The sequence of events for the execution of the transfer from Colombia to the United States for the 32nd CAA cycle was as follows:

- Pre-ceremony concert
- Briefing by ceremonies officer
- Dignitaries move to reviewing stand
- Honors (19 guns, ruffles and flourishes, “General’s March”)

- Inspection
- Troops in review
- Colors forward
- National anthems of Colombia and the United States
- Chief of Staff of the U.S. Army (CSA), GEN Mark Milley and Colombian National Army Commander Gen. Alberto Mejia move in front of the colors.
- Award presentation to Gen. Mejia
- Flag bearer moves in front of the colors.
- Passing of the CAA flag
- Colors posted
- Remarks: Gen. Mejia, followed by GEN Milley
- Pass in review
- The Army Song
- Conclusion of ceremony
- Movement to reception

Following the 32nd cycle transfer ceremony, the United States hosted a roundtable discussion and later that evening, an official dinner at the CSA's residence. The roundtable discussion between Gen. Mejia and members of the U.S. Army staff focused on strategic talks among the generals to project the CSA's vision and discuss key issues between the two armies. The official dinner was an opportunity for the CSA to host his counterpart in a more intimate and less formal setting and to officially end the visit.

February 2016						
SUN 31	MON 1	TUE 2	WED 3	THU 4	FRI 5	SAT 6
		Visit HQDA Host: GEN Milley Full Honor Arrival and CAA Transfer of Authority Ceremony CAA Hosted Reception Wreath Ceremony CSA Office Call CSA Lunch CSA Round Table O/C as desired (T)	Depart Washington DC for Colombia End of Mission			
	Travel to Washington DC CSA Hosted Dinner RON Washington, DC	Embassy Hosted Dinner RON Washington, DC				

Figure 1-2. Agenda for the official visit

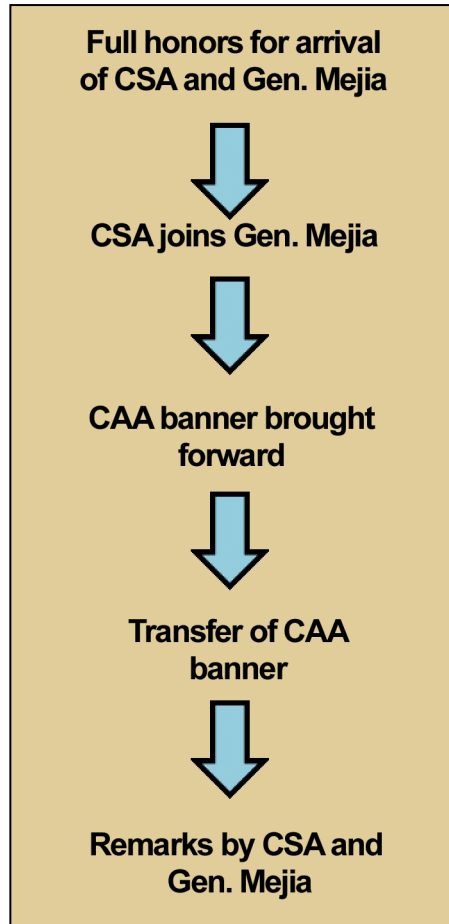


Figure 1-3. Sequence of events for CAA transfer of authority ceremony

Chapter 2

Conference of American Armies Cycle of Events

The Conference of American Armies (CAA) cycle of events is voted on and approved. These events form the genesis of each cycle. As in all events of the CAA, the cycle is governed by a selection of bylaw articles. The articles associated with the CAA cycle of events, include the following:

Article 108. In general, the program of the CAA includes the following:

- The Commander's Conference of American Armies (CCAA), which is the CAA's deliberative and resolute body.
- The preparatory meeting of the CCAA.
- The specialized conferences or any other official event of the CAA, approved by the commanders, arising out of the mandatory theme of the cycle.

Article 109. The CCAA is identified by the Roman numeral that identifies the cycle within which it is being conducted.

Article 110. Aside from the conferences mentioned in Article 108, the CAA may call, with the approval of specific clauses, extraordinary meetings, symposia, courses, working group meetings, ad-hoc committees, indoor or terrain exercises (either with or without troops), and other activities of interest for the member armies.

Article 112. The CCAA is held at the end of the second year of each cycle of the CAA.

Article 113. The preparatory meeting corresponding thereto shall be held at least two months prior to holding the CCAA.

Article 114. All other specialized conferences and official events, so far as it is possible, are held in the period between the two months after the stand-up of the new Permanent Executive Secretariat of the Conference of the American Armies (PESCAA) at the new host army's venue and the holding of the preparatory meeting.

Article 115. All specialized conferences last a maximum of five days including the arrival and departure days of the delegations.

The CCAA, the conference's deliberate and resolute body, is held every two years by the host army. It is the most important event of the cycle. The CCAA is where topics of common interest are discussed and the commanders make decisions that guide them during the upcoming cycle. Of note, the mandatory theme dictates the total number of events required during the upcoming cycle to address specific areas. For example, these events might cover specific aspects of the mandatory theme or activities that identify critical areas of an army's daily duties such as civil affairs, training and education, logistics, science and technology, and operations. The commanders may decide to study, discuss, or debate other topics not linked to the mandatory theme, but are of significant interest to the organization.

In order to minimize costs, member armies should give priority to the use of military facilities when holding conference events. When military facilities are not suitable, member armies may rent hotel meeting rooms or other suitable facilities.

Specialized conferences and official events may be held any time after the new PESCAA takes office, but before the preparatory meeting convenes. The PESCAA, in coordination with the member armies, presents the following draft accords in the preparatory meeting to be approved during the CCAA:

- Conclusion and final recommendations of the current cycle's events
- Mandatory theme of the next cycle
- Organize armies, dates, themes, and objectives of the next cycle's events
- Designate the host army of the next cycle

Article 147. The preparatory meeting delegates have the power to amend the contents or draft the topics proposed for the CCAA agenda. They may consolidate them, withdraw them, or ratify them in their totality with the aim of maximizing the production value of the CCAA.

Article 148. The PESCAA announces the final agenda to the army commanders and any other interested parties, as soon as possible (no less than 30 days) prior to the commander's conference.

Article 149. The preparatory meeting is organized under the chairmanship of the Secretary General of the CAA, following the same criteria established for the specialized conferences.

Article 150. The format for these meetings may undergo modifications in the future depending on the natural evolution of the organization or the commander's conference specifically.

Other accords regarded as necessary include the following:

- From the mandatory theme chosen, there may be specific aspects that require in-depth treatment because of their importance or interest in enlarging or enriching the mandatory theme. These specific matters result in a number of events that are spin-offs from the mandatory theme.
- Together with the approval of the theme for the following cycle, the number of events and the specific topics they address are decided during the CCAA.
- The conclusions and recommendations of the events of the cycle are presented by a representative of each organizing army. The chairman of the CAA is the chairman of the CCAA and the Secretary General of the CAA acts as the secretary of the CCAA. The committee presenters are the highest ranking officers in the working committees established during the CCAA. The minutes secretaries and the rapporteurs are, preferably, officers with the rank of colonel or lieutenant colonel, appointed by the host army.

- The final conclusions of the cycle and the mandatory theme proposal for the next cycle are presented by the host army at the CCAA, as accorded in the preparatory meeting. For that, the CAA Events Organization Guide may be used.
- During the course of the CCAA, the commanders, liaison officers, and delegates are distributed among the various committees with specific responsibilities. Some of the possible committees and meetings held during the conference include the accords committee, plenary session(s), final plenary session, bilateral or multilateral meetings, and a meeting reserved for the commanders. This conference also includes inaugural and closing ceremonies. During the latter, the closing words are given by the commander of the host army of the next cycle.

Chapter 3

Preparatory Meeting and Commander's Conference

Preparatory Meeting

Article 118. The Permanent Executive Secretariat of the Conference of the American Armies (PESCAA), in coordination with the member armies, presents in the preparatory meeting, for approval during the Commander's Conference of the American Armies (CCAA), the following draft accords:

- Conclusions and final recommendations of the events of the current cycle
- Mandatory theme of the next cycle
- Organizing armies, dates, themes, and objectives of the events of the next cycle
- Designated host army of the next cycle
- Other accords regarded as necessary

Article 119. From the mandatory theme chosen, there might be specific aspects that, because of their importance or interest in enlarging or enriching the mandatory theme, require in-depth treatment. These specific matters result in a number of events that are a spin-off from the mandatory theme.

Article 120. Together with the approval of the theme for the following cycle, it also should be defined how many events will be held and what specific topics with which they will deal.

Article 121. The conclusions and recommendations of the events of the cycle should be presented by a representative of each organizing army.

Article 141. The presentations made during the CCAA should be placed in the corresponding archive and uploaded onto the CAA Information System Network. Their printed texts must be incorporated into the PESCAA archives (hard cover binding).

Article 142. The PESCAA distributes to each delegate taking part in the meeting the following documents in diskette and/or CD/DVD format in the three CAA official languages (Spanish, Portuguese, and English):

- One set of regulations
- A folder with the "Final Report"

Commander's Conference of the American Armies

Article 116. The CCAA is held every two years by the host army and it is the CAA's most important activity.

Article 117. It is the main meeting of each cycle and its core objective is to debate, analyze, and exchange experiences related to the "Mandatory Theme," which arises from the list of generic topics regarding defense.

Article 122. The chairman of the CAA also is the chairman of the commander's conference.

Article 123. The Secretary General of the CAA must act as secretary of the commander's conference.

Article 124. The committee presenters should be the highest ranking officers in the working committees established during the commander's conference, according to the needs.

Article 125. The minutes secretaries and the rapporteurs should be, preferably, officers with the rank of colonel or lieutenant colonel, appointed by the host army.

Article 126. The final conclusions of the cycle and the mandatory theme proposal for the next cycle is presented by the host army at the CCAA, as accorded in the preparatory meeting. For that, the CAA Events Organization Guide may be used.

Article 127. During the CCAA, the commanders, liaison officers, and delegates must be distributed among the various committees with specific responsibilities. Some of the possible committees and meetings held during the conference include the following:

- Accords committee
- Plenary session(s)
- Final plenary session
- Bilateral or multilateral meetings
- Meeting reserved for the commanders of the member armies

This conference also includes inaugural and closing ceremonies. During the latter, the closing words are given by the commander of the host army of the next cycle.

Accords Committee

Article 128. The accords committee is a body of a temporary nature that sits during the commander's conference. The committee's responsibilities begin at the preparatory meeting with the selection of the mandatory theme, the selection of themes/objectives/dates, suggested venues for the events, and the preparation of draft accords.

Article 129. The activities or events related to the organization of the next cycle is debated by the accords committee.

Article 130. The committee is chaired by the PESCAA and consists of liaison officers representing the member armies.

Article 131. The main task of the members of the committee is to prepare the final text of the accords for approval by the commanders.

Plenary Session(s)

Article 132. The plenary session is a meeting in which all commanders and delegates from the armies and observer organizations take part. The number of sessions are established in the agenda drawn up by the host army.

Article 133. The following aspects are dealt with during plenary sessions:

- Analyzing and discussing the final conclusions and recommendations of the events carried out during the current cycle.
- Approval, by the army commanders of the member armies, of the conclusions and recommendations.
- Analyzing and discussing all of the matters related to the selection of the mandatory theme, the selection of themes/objectives/dates, and suggested venues for the events of the next cycle.
- Approval, by the commanders of the member armies, of the next host army venue, mandatory theme, themes/objectives/dates, and organizing armies of the events of the next cycle.
- Analyzing and discussing, on the request of the commanders of the member armies, some extraordinary topic that might arise during the conference which is of common interest to the armies.

Final Plenary Session

Article 134. The final plenary session is the last meeting of the conference in which all commanders and delegates from the member armies and observer armies take part and in which the accords of the cycle are all presented and approved.

Article 135. The minutes and accords are drafted into a document entitled “Final Report” and signed by the commanders of the member armies during the closing ceremony.

Bilateral or Multilateral Meetings

Article 136. Bilateral or multilateral meetings are between the commanders of the American armies, designed to facilitate interpersonal contact, giving priority to interaction. These normally take place at the same time as accord committees so the commanders have flexibility in their activities.

Article 137. The meetings are coordinated and regulated by the PESCAA, in accordance with the requirements of the armies involved.

Article 138. Bilateral or multilateral meetings are held daily throughout the conference between commanders of the American armies that requested the meetings beforehand or those requested during the conference.

Meeting Reserved for the Commanders of the Member Armies

Article 139. A special session may be called by the chairman of the conference whenever a specific matter merits it or upon the request of any commander with substantiation. At these meetings, there are no minutes or discussions recorded and only the commanders of the American armies, the Secretary General, and an auxiliary (at the discretion of the chairman) attend the session.

Chapter 4

Army Responsibilities

Article 106. The army organizing an event is responsible for the following actions:

- Manage the event from the agreement to host it (occurs during the Commander's Conference of the American Armies [CCAA]) until the presentation of the final conclusions and recommendations in the next CCAA. Conduct coordination to adopt all measures for complying with the approved theme, as well as carry out all activities arising out of the cited theme.
- Invite all member armies, observer armies, and observer military organizations plus special guests, as applicable.
- Submit request to the chairman of the Conference of the American Armies (CAA) for the participation of American armies that are not members at least six months prior to the conference. The Permanent Executive Secretariat of the Conference of the American Armies (PESCAA) must consult with the member armies; if the application is approved by a two-thirds majority, the PESCAA notifies the interested army that its first participation in the conference will be as an observer army.
- Invite, if necessary, armies and military organizations from other regions of the world similar to the CAA, only after consultation with the member armies through the PESCAA.
- Invite civilian or military experts, on active service or retired, to present points of view on the topics to be discussed during the event, so as to encourage debate among the participants. The number of experts should be the minimum needed to explore the proposed theme. In the exceptional case where there is more than one topic, two experts per topic may be required.
- Send out invitations three months prior to the date of each conference.
- Remit to participants the following documents, 30 days prior to the conference:
 - Brief background information on the event
 - A preliminary working agenda to be followed during the event
 - A list of participants in the event
- Provide necessary documents, according to the methodology used (such as previous studies, questionnaires, composition of work groups, materials related to the theme, etc.), and perform/consider the following:
 - Schedule the inaugural and closing ceremonies of the event, inviting whatever authorities or dignitaries deemed appropriate.

- Ensure the language used for the event documents is that of the organizing army.
- Provide simultaneous interpretation and written translations of all of the discussions and documentation in the official languages of the CAA (i.e., Spanish, English, Portuguese).
- Organize activities planned for the event according to the protocol of the organizing army. The order of priority for seating, flags, and other national symbols will position the organizing army in first place, followed in alphabetical order (in Spanish) by all other countries taking part in the event. The organizing army may or may not distinguish between member armies and observers.
- Organize and maintain the services of secretaries, simultaneous interpretation, written translation, communications, and any other services that are necessary for efficiently running the event.

Article 107. The member armies, observer armies, and observer organizations of the CAA have the following obligations in relation to their participation in the activities:

- Reply to invitations to take part in the CAA's activities within 30 days after receipt.
- Send the PESCAA and organizing army all personal details and transportation arrangements of the delegation members at least 30 days prior to the event to ease meet-and-greet services conducted by the host army.
- Appoint officers with a rank not lower than major as delegates for the specialized conferences. These officers should be experts in the selected event topics and be able to provide detailed information on their respective armies as needed.
- Military attachés, accredited in the host country of an event, also may take part in events at the discretion of their respective armies.
- The number of extra participants each army brings is confirmed in a bilateral agreement between the organizing army and the requesting army.

Chapter 5

Specialized Conferences and Extraordinary Meetings/Conferences (Study Committees)

Specialized Conferences

Article 151. Specialized conferences will be devoted to discussing specific topics that arise out of the mandatory theme of the cycle and that are of common interest to the American armies. They are organized by the host army or other member armies, in accordance with these regulations. Their number may vary depending on the mandatory theme and needs of the organization.

Article 152. The specialized conferences of the American armies are forums for discussion between the delegates of the armies. These conferences enable the following:

- Aids the exchange of experiences and information between the American armies.
- Encourages analysis, debate, and exchange of ideas on matters of mutual interest in the field of defense.
- Heightens cooperation and integration between the American armies.
- Proposes suitable methodologies aimed at resolving problems common to the American armies, creating practice initiatives and updated products as manuals, guides, lessons learned collections, technologies, and procedures homologation, etc.

Article 153. The following members attend the specialized conferences:

- Delegates and liaison officers from member armies, observer armies, and military organizations of the Conference of the American Armies (CAA).
- Experts invited by the organizing army and the Permanent Executive Secretariat of the Conference of the American Armies (PESCAA) delegation.

Article 154. The appointment of organizing armies for the specialized conferences will be subject, in principle, to the following rules:

- During each Commander's Conference of the American Armies (CCAA), an invitation is sent out to the member armies by the host army to sponsor and organize the specialized conferences that arise out of the mandatory theme chosen for the next cycle.
- The member armies that agree to sponsor and organize a specialized conference from that moment forward, shall take whatever steps are necessary to comply with what is stipulated in these regulations.
- Any member army may volunteer to sponsor and organize one or more specialized conferences.

- So as not to overload the other members, member armies shall not refuse repeatedly the invitation to sponsor and organize the specialized conferences of the CAA.
- Whenever it is not possible to recruit volunteer armies to sponsor and organize one or more specialized conferences, they may be organized by the host army. In the event the host army is unable to do so, specialized conferences will not be held during the cycle in question.

Article 155. The member army responsible for organizing and executing a specialized conference, irrespective of whether or not it is permanent, will be called the “organizing army” and will have the following obligations:

- Comply with the provisions contained in the documents that appointed the member army responsible for the organization and execution of the conference in question.
- Establish, if it is not the host army of the CAA, an organizational structure that is capable of organizing the conference under its responsibility, taking as a baseline the missions and structures provided by the Secretary General and the PESCAA.
- Provide assistance, as required, to personnel of the PESCAA appointed to support the conference.
- Send out the invitations for the conference 90 days prior to the start of the specialized conference and manage/control confirmations received from the attending member armies.

Article 156. The organizing army of a specialized conference will appoint the officers who will carry out the duties of chairman, conference secretary, group presenters, minute secretaries (analysts), rapporteurs, and any support necessary for the plenary sessions and the working committees (round tables).

Article 157. Each specialized conference deals with one specific topic. In the extraordinary event that two topics are defined for one specialized area, it will be necessary to hold two meetings simultaneously; in this case, the organizing army will have to double its efforts with the increase in event costs.

Article 158. The mechanics of the plenary sessions for running the specialized conferences will be the same as for the commander’s conference, adopting the same organization, activities, working documents, and types of participants.

Article 159. Priority for subject matter experts will be given to member armies before seeking outside expertise.

Article 160. The set of preparatory documentation of the specialized conferences of the American armies will be prepared by the organizing army in coordination with the PESCAA. This documentation will be sent to the member armies 30 days prior to the specialized conference.

Article 161. Preparatory documentation will include the following documents, at a minimum:

- The conference agenda, which should include the general activities program, expert presentations, time for questions and answers, working groups and debates, etc.
- The administrative instructions should include information about administrative matters of lodging, foods, military clothes, facilities available, local characteristics of the event, etc.
- The delegate’s instructions should provide an explanation of the methodology of the conference and working group organization, moreover the themes for study by delegates, in order for the armies and organizations attending the conference to prepare delegations (see the CAA “checklist” of PESCAA, dated 2009, located on the CAA website).

Article 162. The agenda for the specialized conferences will be based on regulations and documents approved by the CCAA.

Article 163. Specialized conferences of the American armies should be held during the first three semesters of a cycle, prior to the preparatory meeting and the CCAA. The quantities, themes, objectives, and dates on which these conferences are held will be decided during the CCAA, when the mandatory theme for the next cycle is determined and specific topics are defined.

Article 164. Specialized conferences last a maximum of five days, including the arrival and the departure days of the delegations.

Article 165. Activities planned for the specialized conferences will be governed by the protocol of the organizing army. The order of positions occupied by the flags and any other national symbols, as well as the seating plan, will start with the organizing army. There may or may not be any distinction between member armies and observer armies.

Article 166. Specialized conferences will be defined depending on the mandatory theme. Consequently, once the theme has been defined at the CCAA, complementary sub-topics for the next cycle will be selected. These will give rise to the specialized conferences in the areas of peacekeeping operation procedures, operations, intelligence, science and technology, communications, training and education, logistics, civilian affairs, disaster relief, or any others that might be of interest and meet the aims of the organization and the member armies.

Article 167. Whenever a specialized conference in the area of intelligence is held, only representatives from member armies may attend.

Article 168. The venue for each specialized conference will rotate among the member armies and is chosen during the CCAA.

Article 169. The report on conclusions and recommendations of each specialized conference will be signed by the heads of delegations of the member armies and it shall contain: the organization and agenda for the conference, delegations taking part, the summarized minutes of each of the sessions held, and the conclusions/recommendations regarding the theme of the conference. Each delegation taking part will receive a copy of the report in its respective language (i.e., Spanish, English, and Portuguese) when the conference ends; if possible, on digital media.

Article 170. The delegates taking part in the specialized conferences may only make declarations to the press on aspects relating to their own armies and at their own discretion and responsibility. At no time will they speak on behalf of the CAA as a body.

Extraordinary Meetings/Conferences

Article 171. A commander's conference of an extraordinary nature may be convened if requested by one of the member armies of the CAA with valid substantiation. This request must be approved by all the other members. In this case, the applicant army will be responsible for its organization in accordance with the provisions established in these regulations.

Article 172. With a request from one or more member armies, the CAA may summon extraordinary meetings to deal with a specific and urgent matter that is relevant and important to the organization.

Article 173. Holding an extraordinary meeting requires the approval and presence of representatives from at least two-thirds of the member armies.

Article 174. The expenses for holding extraordinary meetings will be covered according to the same criteria adopted for ordinary conferences. In exceptional cases and with their consensus, all costs stemming from their organization may be shared proportionally among the participants.

Study Committees

The Ad-Hoc Committee

Article 175. Ad-hoc committees may be established by agreement of the commanders of member armies when dealing with certain complex matters, matters of which it is difficult to establish criteria, or for matters requiring further studies.

Article 176. Ad-hoc meetings may take place during a specific period in the next cycle; ideally they shall be comprised of delegates from member armies that are geographically near each other. Occasionally, due to the need to discuss themes of interest for the organization during the current cycle, an ad-hoc committee may be requested. It may result from the conclusions and recommendations of an event or be a request made by a member army. An ad-hoc committee request must be sent in a written proposal to the CAA president, who will seek approval from the commanders of the member armies.

Article 177. The financing of these meetings is stipulated in Section X of the by-law articles of the CAA.

Specialized Studies

Article 178. There may arise topics or matters of interest for the organization that require research and study resulting in exclusive dedication by one or more member armies for a prolonged period of time.

Article 179. These research topics may be proposed by the member armies for consideration at the commander's conference. Once approved, the members will be asked for volunteers to do the research and to present the study during the next cycle of the CCAA.

Exercises

- **Article 180.** The CAA may carry out exercises inside the classroom or in a field environment (with or without troops) on regional and sub-regional levels to accomplish the following:
 - Train technical and private procedures for several different types of operations.
 - Train in a combined staff scenario to plan technical operations and orders distribution.
 - Practice the products and other developed initiatives by specialized conferences approved by the CCAA (i.e., manuals, guides, lessons learned, technologies, and homologation of procedures).
- Exercises must be carried out in accordance with the cycle's mandatory theme and may be conducted in the following manner:
 - **Classroom Exercise.** The classroom exercises will be no longer than seven days and include the following guidance:
 - * 1st Day: Arrival of delegations/opening ceremony
 - * 2nd Day: Instructions/specialist lectures/initial guidance
 - * 3rd, 4th, and 5th Days: Execution of exercise
 - * 6th Day: After action report; closing ceremony
 - * 7th Day: Departure of delegations
 - **Tactical Decision Exercise.** Conducted inside a classroom in a tactical situation under direct supervision of the organizing army, in which the participants organized into working groups to execute staff or command functions, doing tasks to utilize the following:
 - * Knowledge about employment procedures of all battalion and brigade headquarters in several situations.
 - * Reasoning methods to study tactical and logistical problems concerning command and staff. Terrain features will be represented on a topographic or digital map.
 - **Exercise with Simulators.** Conducted inside a classroom, using a Simulator Operation System that creates situations delegates can manage/resolve.

- **Field Exercise:**
 - * Conducted inside a tactical situation, under direct supervision of the organizing army, in which working groups accomplish tasks under their own demands of the operational atmosphere (includes land and meteorological conditions).
 - * Accomplished as either a post command exercise (PCX) or an exercise of campaign (EOC).
 - **PCX.** Participants, integrating command and staff, exercise planning methods to study and resolve tactical and logistical problems.
 - **EOC.** Tactical field exercise that conducts actual procedures of engagement by officers and noncommissioned officers.
- Exercises should be approximately 10 days in duration. The following agenda is recommended:
 - 1st Day: Arrival of delegations/opening ceremony.
 - 2nd Day: Instructions/specialist lectures to level knowledge/displacement to the area of operations and beginning of the exercise.
 - 3rd, 4th, 5th, 6th, 7th, and 8th Days: Execution of the exercise.
 - 9th Day: After action report/return of delegations to the base/closing ceremony.
 - 10th Day: Departure of delegations.
- **Article 181.** The organization and assembling of the exercises will be the responsibility of the organizing army. Executive-level logistic and personnel support, as well as participation of troops, will be negotiated and arranged for the commanders during the CCAA.

Appendix A

Acronyms

AACS	American Air Force Cooperation System
AAR	after action report
ACAGUE	Chilean Army War Academy
ACO	assistance coordination organization
C	centigrade
CAA	Conference of the American Armies
CCAA	Commander's Conference of the American Armies
CCIR	commander's critical information requirement
CD/DVD	compact disc/digital video disc
CEOTAC	chief executive officer-tactical
CN	command network
COA	course of action
CRL	Colonel
CSA	Chief of Staff of the Army
DRO	disaster relief operations
EEFI	essential elements of friendly information
EOC	exercise of campaign
GEN	General (Military Rank)
GMT	Greenwich Meridian Time
HQDA	Headquarters, Department of the Army
INC	installation network center
INDECI	Instituto Nacional de Defensa Civil (Peru)
IPB	intelligence preparation of the battlefield
JID	Inter-American Defense Board (Junta Interamericana de Defensa)

CENTER FOR ARMY LESSONS LEARNED

LNO	liaison officer
MAY	mayor
MDMP	military decisionmaking process
MOE	measure of effectiveness
MOP	measure of performance
NEOC	National Emergency Operations Center
NGO	nongovernmental organization
ONEMI	civil protection organization (Chile) - Oficina Nacional de Emergencia del Ministerio de Interior
PCX	post command exercise
PESCAA	Permanent Executive Secretariat of the Conference of American Armies
PKO	peacekeeping operations
RON	remain overnight
SIGEN	Simulation System for Management and Training in Emergencies
TCL	Teniente Coronel (Chile)
UN	United Nations
WARNO	warning order

Appendix B

Example of Delegate Instructions

Conference of American Armies Peacekeeping Operations Procedures Ad Hoc Meeting St. John's, Antigua, 13-17 April 2009

1. REFERENCES:

- Conference of American Armies (CAA) Regulations
- XVII CAA Accords (November 2007)
- Final Report-CAA Peacekeeping Operations (PKO) Procedures Conference
- CAA PKO Manuals (7)

2. PURPOSE: To provide the participants of the CAA PKO procedures ad hoc meeting instructions to maximize efforts and efficiently use the limited time available during this event.

3. OVERVIEW: The purpose of the PKO procedures ad hoc meeting is to provide a forum for presentation, discussion, and development of final drafts for all CAA PKO Procedures Conference practical initiatives that will be presented during the CAA Preparatory Conference, 24-28 August 2009 in Buenos Aires, Argentina, and later submitted for approval at the CAA Commanders Conference, 26-30 October 2009. Selected delegates for the ad hoc meeting will represent all CAA member armies to further develop the PKO procedures initiatives, as needed.

4. THEME: The theme of the CAA PKO procedures ad hoc meeting is: "Multinational cooperation and interoperability during the execution of United Nations (UN) peacekeeping operations using common procedures."

5. OBJECTIVES: The objectives of the CAA PKO procedures ad hoc meeting are as follows:

- Approve final draft of seven CAA PKO manuals:
 - PKO manual (above battalion level).
 - Liaison officer guidelines for PKO.
 - Supplement to the UN military symbols handbooks.
 - CAA basic data planning format.
 - CAA PKO manual for smaller units (battalions and below).

- CAA lessons learned system.
- PKO terminology manual.
- Approve a process for updating and improving CAA PKO manuals (Group I).
- Approve a process to test and evaluate CAA PKO manuals (Group II).
- Approve a process to collect and disseminate lessons learned.
- Reach a consensus on a recommended PKO Procedures Conference theme and objectives for the 29th CAA Cycle (2010-2011).
- Prepare a draft briefing on the procedures conference initiatives to be presented at the CAA Preparatory and Commander's Conference.

6. It is imperative that each delegate be adequately prepared prior to their arrival in Antigua. The quality of the products from this meeting and the overall success of the meeting depend on prior preparation taken by delegates and their commitments to contribute to the meeting. Delegates should come prepared to discuss in detail the seven CAA PKO manuals and the initiatives that will be presented by representatives from Groups I and II from the CAA Procedures Conference. Request you familiarize yourself with the following:

- Final Report-CAA PKO Procedures Conference, San Antonio, Texas, 9-13 June 2009.
- Final Report from the CAA PKO Manuals Review Board held in Argentina 23-27 March 2009. Report is posted on the CAA Web Information System for your review.
- CAA PKO manuals (7).
- Final Proposal Group I. Available on the CAA Web Information System.
- Final Proposal Group II. Available on the CAA Web Information System.

7. During the CAA procedures ad hoc meeting the plenary group will also decide on a possible CAA Procedures Conference theme and objectives for the 29th CAA cycle to be presented for consideration at the CAA Commander's Conference in October 2009.

8. The three proposals that were recommended during the CAA PKO Procedures Conference in San Antonio, Texas, 26-30 May 2008 were as follows:

- **Proposal No. 1:**

- Theme: Armies assume a new role as a result of support to multidimensional or 4th-generation PKO.
- Objectives:
 - * Identify the task requirements needed for achieving stability and governability during operations carried out by CAA member armies.
 - * Improve cooperation with affected countries during reconstruction of the private and state infrastructure.

- **Proposal No. 2:**

- Theme: Challenges faced during CAA member armies participation in support of PKO or disaster relief operations.
- Objectives:
 - * Identify the influence of personnel, operations, logistics, and the strengths and weaknesses of the systems used by the integrated CAA member armies during PKO or disaster relief operations.
 - * Identify the tools needed to increase cooperation among CAA member armies and maximize the use of resources and procedures during PKO or disaster relief operations.

- **Proposal No. 3:**

- Theme: A prospective vision for the future CAA.
- Objectives:
 - * Development of a strategic plan for setting a course for the CAA.
 - * Establish a prospective vision for the future (short and long term) of the CAA, with a conjecture of goals and administration concepts that sets a foundation for the organization.

- **Proposal No. 4:** Other proposals may be considered during the CAA Procedures Conference ad hoc meeting in Antigua.

9. Points of Contact for this meeting are as follows:

- U.S. Army CAA Liaison Officer
Rank & Name _____
Telephone: _____
Fax: _____
E-mail: _____

- CAA Program Specialist
Rank & Name _____
Telephone: _____
Fax: _____
E-mail: _____

(Validate second POC and signature below)

//ORIGINAL SIGNED//
First Name, Last Name
Rank

Figures B-1 through B-8 are a sample of a CAA instruction memorandum detailing required information and actions from delegates attending the conference. The remaining figures (B-9 through B-13) provide samples of data forms to obtain personal and medical attendee information and provide an itinerary of program activities.

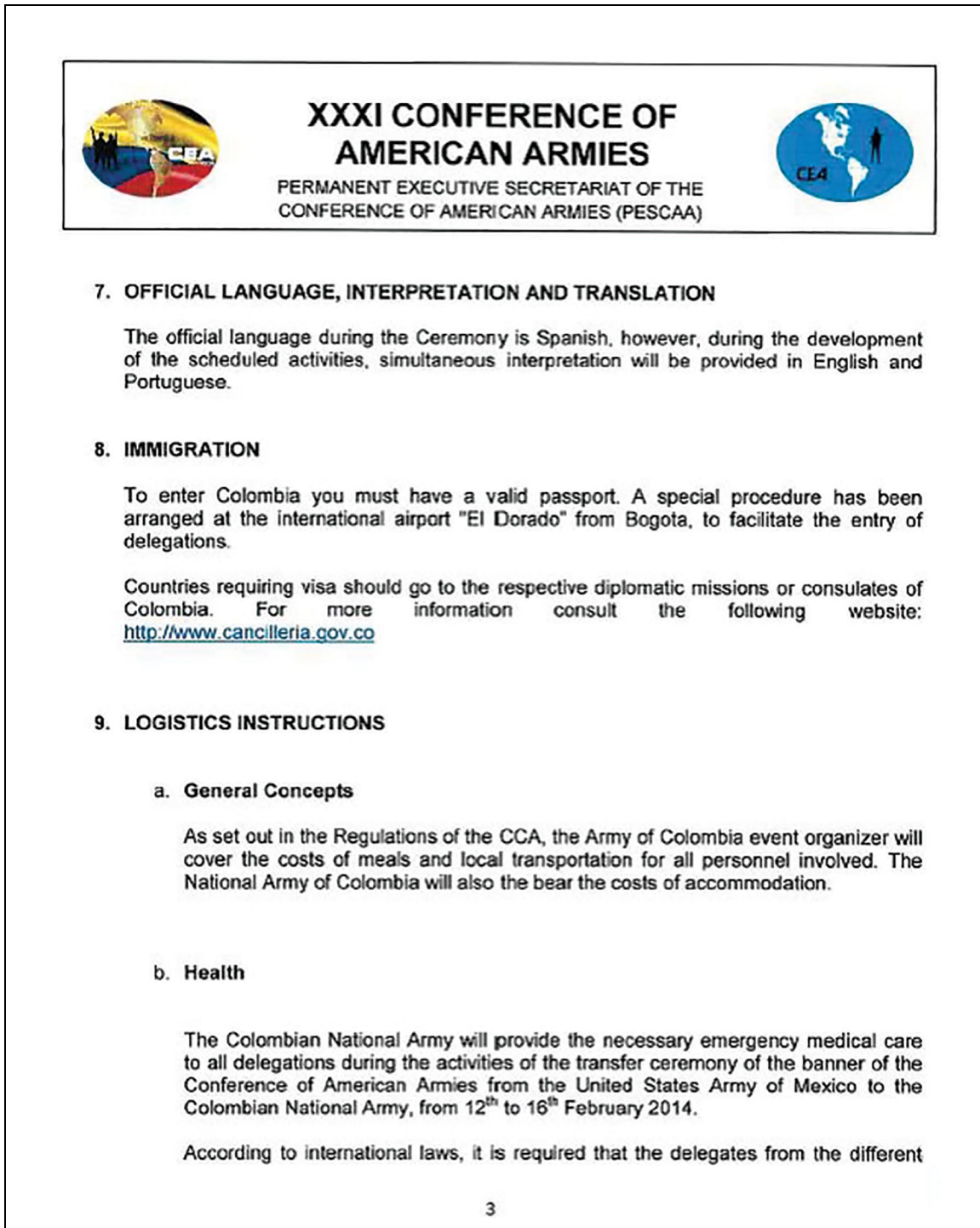




Figure B-1. Sample of a CAA instruction memorandum.



XXXI CONFERENCE OF AMERICAN ARMIES

PERMANENT EXECUTIVE SECRETARIAT OF THE CONFERENCE OF AMERICAN ARMIES (PESCAA)



countries acquire a health insurance policy.

In order to facilitate emergency attention, Liaison Officers and Delegates must complete ANNEX 3 - Listing of Medical information - and send the same one to the PESCAA Colombia, dated January 24, 2014.

c. Transportation

- 1. International Transportation - Book Flights**

Official Participants must prepare their arrival in Bogota (Colombia) for the day February 12th, 2014 and returning on February 16th, 2014.

We recommend making reservations for flights as early as possible, because of the high demand for international travel to and from Bogota during the season. Reservations must be communicated to the PESCAA Colombia, no later than January 24th, 2014, in order to schedule transportation and plan related security schemes.
- 2. Local Transportation**


The Colombian Army will provide air and ground transportation to / from the points of arrival and departure of delegates in Bogota and in all official activities carried out in Colombia.

d. Accommodation

1. Accommodation will be provided in the city of Bogota in the "MARRIOTT" hotel. The timely processing of the ANNEX 1 confirming the information and the number of staff who will accompany the delegations is required, in order to make the required bookings between from 12th to 16th February 2014.
2. The "check -in" at the hotel is from 1500 hours and the "check- out" is at 1200 hrs. If any delegation needs to make the "check-in" earlier or "check-out" later timely notice must be provided.


4

Figure B-2. Sample of a CAA instruction memorandum (continued).



XXXI CONFERENCE OF AMERICAN ARMIES

PERMANENT EXECUTIVE SECRETARIAT OF THE CONFERENCE OF AMERICAN ARMIES (PESCAA)



3. The rooms are equipped with heating, cable TV and Security Chest.

4. The hotel offers Bar, Spa, fax and laundry service however these costs run on behalf of users.

e. Meals


The Colombian Army will bear the cost of all meals (including water, juice and sodas) from February 12th to February 16th, 2014.

f. Uniforms and clothing in general

For official and cultural events, the next uniform will be used:


1. Military Personnel
 - a. Uniform No. 3 and / or its equivalent in each Army

Dress and Tie




5

Figure B-3. Sample of a CAA instruction memorandum (continued).




XXXI CONFERENCE OF AMERICAN ARMIES

PERMANENT EXECUTIVE SECRETARIAT OF THE CONFERENCE OF AMERICAN ARMIES (PESCAA)



b. Camouflaged Uniform



c. Civil Casual Attire

2. Commanders' Wives

- a. Elegant dress for ceremony and cultural events
- b. Casual cold weather attire.
- c. Casual warm weather attire.

10. SAFETY

The Colombian Army will provide security during all official activities and the respective displacements; any unscheduled activity shall be reported promptly to provide transport and plan an appropriate security scheme.

6

Figure B-4. Sample of a CAA instruction memorandum (continued).

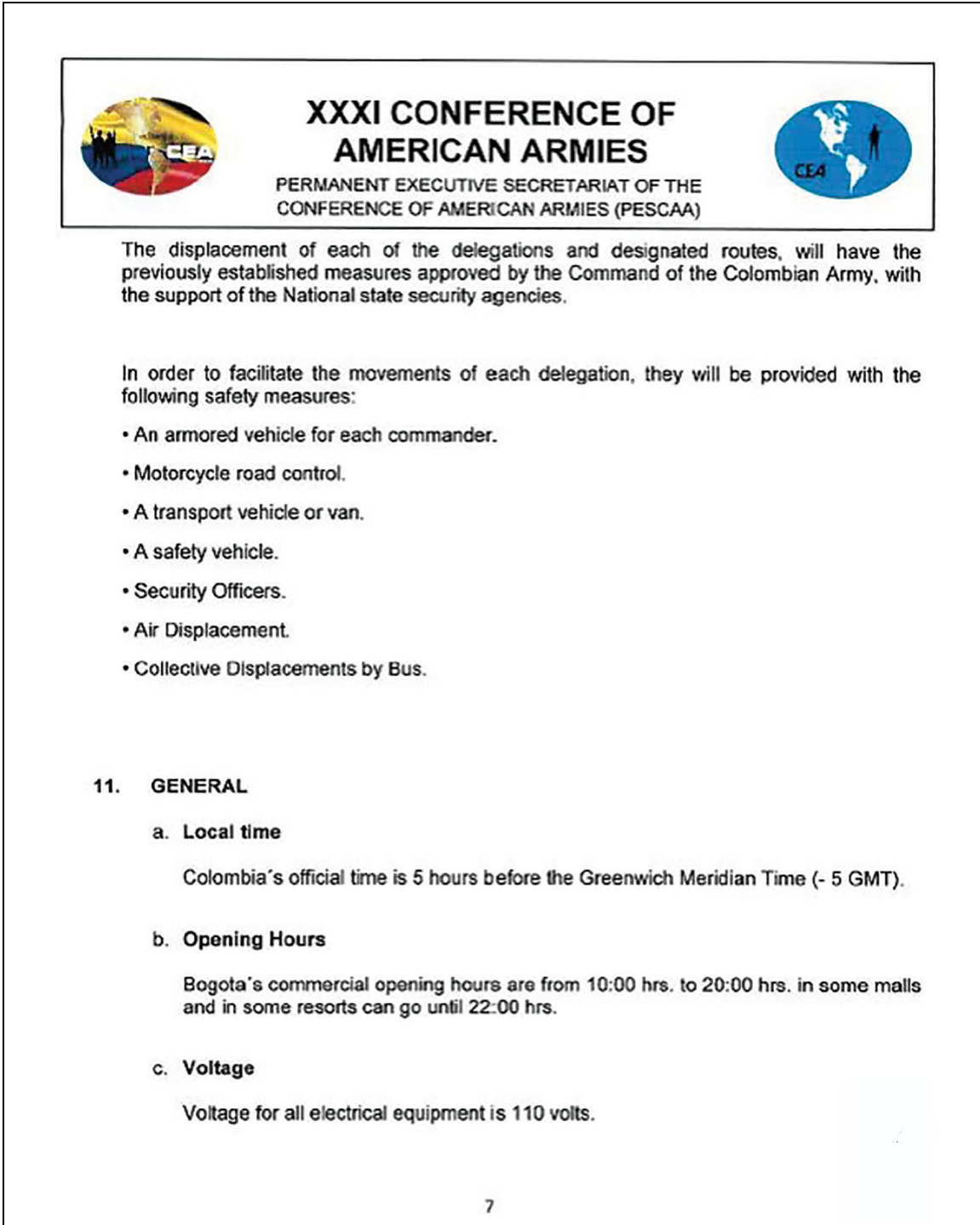




Figure B-5. Sample of a CAA instruction memorandum (continued).



XXXI CONFERENCE OF AMERICAN ARMIES

PERMANENT EXECUTIVE SECRETARIAT OF THE CONFERENCE OF AMERICAN ARMIES (PESCAA)



d. Currency

The official Colombian currency is the peso (COP), which is equivalent to approximately \$2,000 Colombian pesos per U.S. dollar, the use of money exchange stores, hotel or banks for currency exchange is recommended.

The exchange rate fluctuates daily; delegations may visit the website <http://www.banrep.org/> to find out the daily rate.

e. Climate

During the delegations' stay in Colombia trips to different regions of Colombia will be carried out.

Bogota is the capital of the Republic of Colombia and the department of Cundinamarca. It's located at 2,600 meters above sea level and it has a temperate climate. Due to its height, latitude it has little temperature variation throughout the year. Temperatures regularly vary between 6 and 20 °C, with an annual average of 15 °C. (You should bring coats).

Tolemaida Military Fort: located 112 kms from the city of Bogota, at 500 m. above sea level. The weather is warm and dry with temperatures ranging between 22 and 35 °C, with an annual average of 28 °C.

Zipacquirá: 49 km from the city of Bogota. It lies at an altitude of 2,652 meters and enjoys a healthy temperate climate with an average temperature of 14 °C.

f. Touristic Information

For information on tourist spots in Colombia or to search interesting information about the country we recommend you take a look at the website: <http://www.colombia.travel/es/> , as well as the detailed information provided in the guide that you will find in the hotel room.

g. Beverages

All bottled drinks (water, soda, beer, juice, wine, etc.) and natural fruit juices served

8

Figure B-6. Sample of a CAA instruction memorandum (continued).

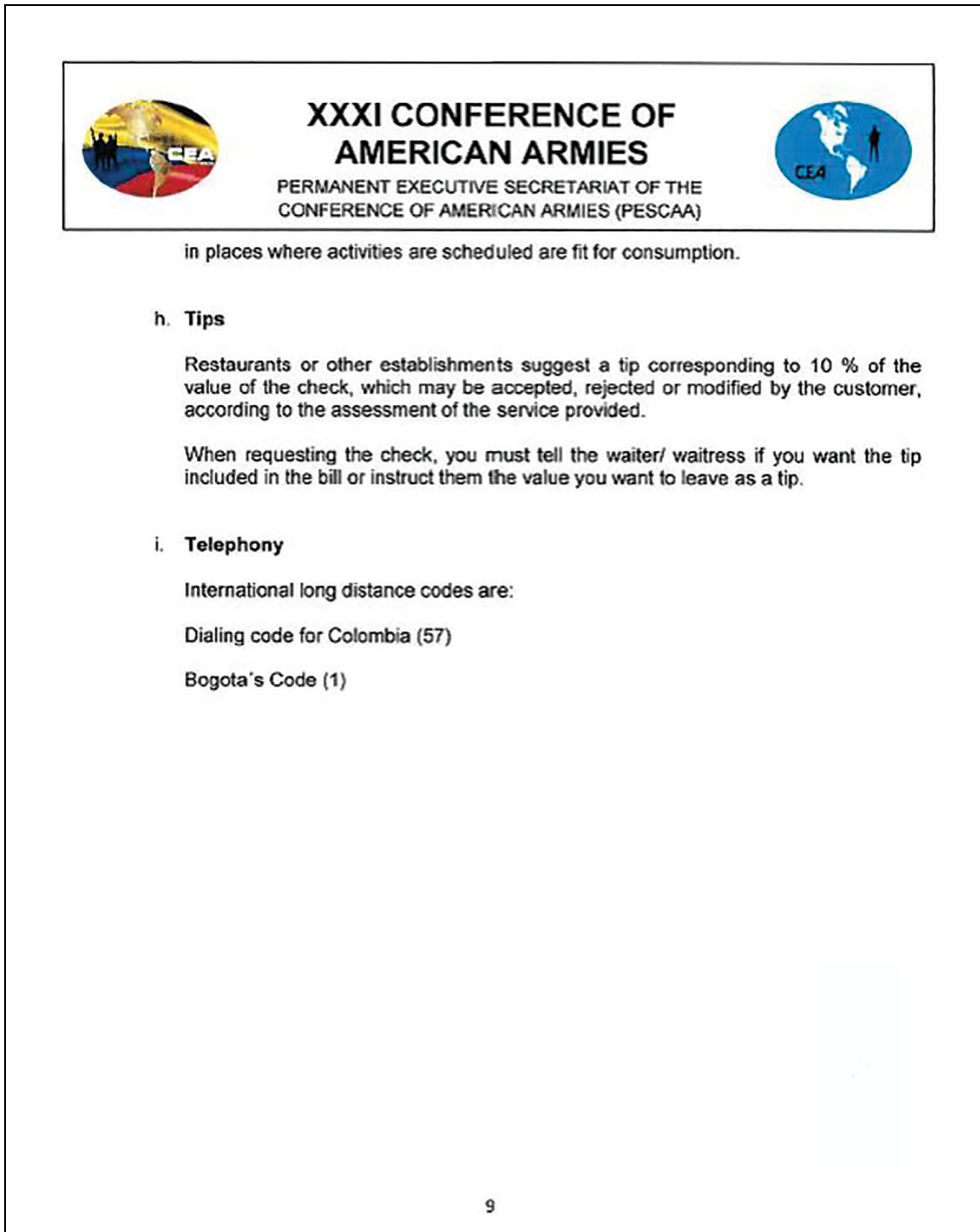


Figure B-7. Sample of a CAA instruction memorandum (continued).





	XXXI CONFERENCE OF AMERICAN ARMIES PERMANENT EXECUTIVE SECRETARIAT OF THE CONFERENCE OF AMERICAN ARMIES (PESCAA)			
12. CONTACT INFORMATION				
Military Rank	First/Last Name	Position	Telephone #	E-Mail Address

Figure B-8. Sample of a CAA instruction memorandum (continued).



XXXI CONFERENCE OF AMERICAN ARMIES

PERMANENT EXECUTIVE SECRETARIAT OF THE CONFERENCE OF AMERICAN ARMIES (PESCAA)



ANNEX 1: Data Form for Liaison Officers and Delegates.

ADMINISTRATIVE INSTRUCTIONS FOR THE TRANSFER CEREMONY OF THE BANNER OF THE CONFERENCE OF AMERICAN ARMIES BY THE ARMY OF THE UNITED STATES OF MEXICO TO THE NATIONAL ARMY OF COLOMBIA.

REQUESTED INFORMATION	
1. COUNTRY:	
2. MILITARY RANK	
3. NAME AND LAST NAME:	
4. CURRENT POST	
5. PASSPORT N°	
6. LAST PROMOTION DATE	
7. YEARS IN THE ARMY:	
8. MILITARY SPECIALTIES:	
9. ACADEMIC CERTIFICATIONS:	
10. DATE AND PLACE OF BIRTH:	
11. WORK TELEPHONE NUMBER	
12. MOBILE NUMBER	
13. WORK ADDRESS:	
14. WORK EMAIL	
15. PERSONAL EMAIL	
16. LANGUAGES SPOKEN	
17. BLOOD TYPE	

11

Figure B-9. Sample of data form from Annex 1 of CAA regulations and bylaws.




	<p>XXXI CONFERENCE OF AMERICAN ARMIES</p> <p>PERMANENT EXECUTIVE SECRETARIAT OF THE CONFERENCE OF AMERICAN ARMIES (PESCAA)</p>	
18. ALLERGIES:		
19. OTHER PERTINENT MEDICAL INFORMATION		
20. FOOD RESTRICTIONS		
21. SMOKER / NON SMOKER		
22. ARRIVING FLIGHT - AIRLINE, DATE AND TIME		
23. DEPARTURE FLIGHT - AIRLINE, DATE AND TIME		
24. EMERGENCY CONTACT		
25. ATTACH THE MOST UP-TO-DATE RESUME OR BIOGRAPHY AND A DIGITAL PICTURE		
26. WILL A PERSONAL OR PATRIOTIC EVENT TAKE PLACE DURING THE PERIOD OF THE EVENT?		

Figure B-10. Sample data form from Annex 1 of CAA regulations and bylaws (continued).



**XXXI CONFERENCE OF
AMERICAN ARMIES**

PERMANENT EXECUTIVE SECRETARIAT OF THE
CONFERENCE OF AMERICAN ARMIES (PESCAA)



Annex 2: General program activities.

ADMINISTRATIVE INSTRUCTIONS FOR THE TRANSFER CEREMONY OF THE BANNER OF
THE CONFERENCE OF AMERICAN ARMIES BY THE ARMY OF THE UNITED STATES OF
MEXICO TO THE NATIONAL ARMY OF COLOMBIA.

Day	Time	Activity	Attire	Place
Wednesday Feb 4	Morning	Delegation Welcome	Casual	Airport or Hotel
	Afternoon	Check-in Hotel	Casual	Hotel
	Evening	Welcome Cocktails	Uniform No. 3	Hotel
Thursday Feb 5	Morning		Uniform No. 3	Hotel/ Conference Room
	Afternoon	Official Picture	Uniform No. 3	Hotel/ Conference Room

**Figure B-11. Sample administrative instructions from
Annex 2 (General Program Activities), CAA regulations and bylaws.**



XXXI CICLO CONFERENCIA DE EJÉRCITOS AMERICANOS

SECRETARÍA EJECUTIVA PERMANENTE DE LA CONFERENCIA
DE EJÉRCITOS AMERICANOS (SEPCEA)



Annex 3: Medical Information.

ADMINISTRATIVE INSTRUCTIONS FOR THE TRANSFER CEREMONY OF THE STANDARD OF THE CONFERENCE OF AMERICAN ARMIES BY THE ARMY OF THE UNITED STATES OF MEXICO TO THE NATIONAL ARMY OF COLOMBIA.

CORRESPONDING TO: Commander _____ Wife _____ Liaison officer _____
Delegate _____ Other _____

1. GENERAL INFORMATION

Country _____
Name _____
Military Rank _____
Position _____
Passport number _____ Blood type _____
Date of Birth _____
Telephone (prefix) _____ Fax _____

2. MEDICAL HISTORY (specify)

Allergy History

a. To the environment _____
b. To medication _____
c. To food _____
d. other _____

Medical history (mark with an X)


Cardiovascular disease ___ Diabetes type I ___ Arrhythmias ___
Diabetes type II ___ Pacemaker ___ Gastro duodenal Ulcer ___
Arterial Hypertension ___ Asthma ___ Coagulation Alterations ___
Metabolic or Endocrinal Alterations ___
Other, specify: _____

15

Figure B-12. Sample administrative instructions to collect medical information, Annex 3, CAA regulations and bylaws.



**XXXI CICLO CONFERENCIA
DE EJÉRCITOS AMERICANOS**
SECRETARÍA EJECUTIVA PERMANENTE DE LA CONFERENCIA
DE EJÉRCITOS AMERICANOS (SEPCEA)



Surgical history, specify:

3. CURRENT INFORMATION

1. **Current health issues, specify:**

2. **Current Treatments, drugs, dosage:**

3. **Other information deemed relevant to diseases or special health care**

4. **Personal Physician:**

City and telephone:

16

Figure B-13. Sample administrative instructions to collect medical information, Annex 3, CAA regulations and bylaws (continued).

Appendix C

Example of a Final Report for a Disaster Relief Operations Exercise

II JG CAA XXVIII DRO

July 20-24, 2009

On July 20, 2009, at 0900 hours at “General Carlos Ibáñez del Campo” Hall, at the Chilean Army War Academy (ACAGUE), the Opening Ceremony for the “II Conference of American Armies (CAA), Disaster Relief Operations Exercise” (DRO), represented by the member armies was held. Delegations from the following countries were present: Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Ecuador, United States, Mexico, Peru, Dominican Republic, Uruguay, and by the military observer agency, the Inter-American Defense Board (JID) and the Permanent Executive Secretariat for CAA (see Annex No. 1).

Starting the day’s work, the Secretary announces the entry Hall of the Chilean Army Doctrine and Educational Command Commander, Major General Guillermo Castro Munoz and the Chilean Army Education Division Command, Brigade General Marcos Lopez Ardiles.

Continuing with the event, the Opening Ceremony started with the National Anthems of Argentina and Chile. Opening Speech by the War Academy Director (ACAGUE), Col. Juan Carlos Nunez Bustamante; speech by the CAA Permanent Executive Secretary, Col. Roberto J. Corvalan; reading of the CAA History by the CAA Deputy Permanent Executive Secretary, Col. Luis Carlos Pereira, then, end of opening ceremony.

Then, official photographs of the event were taken; next, the following presentations were displayed:

- Simulation System for Management and Training in Emergencies (SIGEN):
TCL. Felipe Robledo Aldana
- Presentation: USA Support System in Case of Foreign Disasters.
- Presentation of the JID Delegate, Navy Captain Aldo Mazzoni (Uruguayan Navy).
- Administrative Instructions: Col. Marcelo Hernandez Munoz (Chilean Army).
- Presentation: Geographical Synthesis and General Situation: TCL. (R) Rodrigo Odrigo Grunert Lawrence (Chilean Army).
- Presentation of the CEOTAC facilities, work station assignment, training to operate SIGEN system and training schedule.
- 1730 hours: End activities.

On July 21, 2009, The Military Disaster Relief Operations Exercise was carried out, all day long.

On July 22, 2009, two syndicates were organized:

Syndicate No. 1

- Topic: Complexity and restrictions that exist for systematizing the DRO process under CAA context.
- Procedures Guide: DRO – Upgrading.

Syndicate No. 2

- Topic: Need for international agreement among CAA’s member countries to execute DRO’s exercises.
- Procedures Guide: DRO – Upgrading.

On July 23, 2009, Delegations trip to Valparaíso Region and work area recognition, where emergency situations for the exercise were scheduled. The officer in command prepared the final report.

On July 24, 2009, The II DRO’s Exercise Final Report was presented to CAA, enclosing the following documents:

Exercise conclusions and recommendations, enclosing three annexes:

- Annex No. 1: List of Participants.
- Annex No. 2 : Syndicate No. 1 Conclusions.
- Annex No. 3: Syndicate No. 2 Conclusions and CAA Accord Minute Proposal.

As conclusion, it is proposed that CAA keeps doing exercises in the next cycle using the Simulation System for Management and Training System (SIGEN).

The closing ceremony took place on July 24, 2009, at “General Carlos Ibáñez Del Campo” Hall chaired by the Chilean Army Doctrine and Educational Command Commander, Major General Guillermo Castro Munoz.

At the opening of the Ceremony, Argentina and Chile National Anthems were sung, then the II DRO’s Exercise Final Report was signed, closing speech of the Exercise Director COL. Juan Manuel Barrera Valdes and CAA Permanent Executive Secretary, COL. Roberto J. Corvalan, mementos presentations and event closing.

For the Record, Sign:

<p>CARLOS R. PERA Coronel</p>	<p>EDWIN SALAZAR Coronel</p>
<p>JORGE FERNANDO DO NASCIMENTO Coronel</p>	<p>MARC MOO SANG Mayor</p>
<p>ALEJANDRO VERGES CASTILLO Teniente Coronel</p>	<p>JORGE CASTELLANOS LOZANO Teniente Coronel</p>
<p>MARCOS V. PENA JARAMILLO Coronel</p>	<p>ERICH D. ROSE Coronel</p>
<p>JAVIER ALVARADO ROA Coronel</p>	<p>EDGAR ORTEGA TORRES Coronel</p>
<p>RENE LARA HERRERA Mayor</p>	<p>CAROLS D. FIORDELMONDO Coronel</p>
<p>MARVELO HERNANDEZ MUNOZ Coronel Jefe del Centrol de Entrenamiento Operativo Tactico CEOTAC</p>	<p>ROBERTO J. CORVALAN Coronel</p>
<p>JUAN MANUEL BARRERA VALDES Coronel</p>	

**List of Delegates-Participants in DRO Exercise
CEA-SIGEN 2009**

Member Countries

Rank	Name	Country
CRL		Argentina
CRL		Bolivia
CRL		Bolivia
CRL		Brasil
CRL		Brasil
MAY		Canada
TCL		Chile
TCL (R)		Chile
TCL		Colombia
CRL		Ecuador
MAY		Ecuador
SR		Estados Unidos
CRL		Estados Unidos
SR		Estados Unidos
SR		Estados Unidos
CRL		Mexico
CRL		Peru
MAY		Rep. Dominicana
CRL		Uruguay
TCL		Uruguay

PESCAA Members

Rank	Name	Country
CRL		Argentina
CRL		Brasil

Other Organization

Grado	Nombre Y Apellidos	Organismo
CN		JID

ANNEX No. 2

SYNDICATE No. 1 CONCLUSIONS

Topic No. 1: Complexities and Restrictions That Exist for Systematizing the DRO Process Under CAA Context

1.1. Armies do not have the power to authorize entering or leaving troops in the respective countries to go to the aid of other countries being affected by a disaster, since this a political decision, which directly implies the respective governments. Delays in performing the procedures for these purposes could make the assistance requested come late to the country. To solve this problem, it would be desirable that bilateral and/or multilateral agreements be reached among the CAA's countries that facilitate the DRO departure of troops from their own territory, as well as for entering the country seeking support.

1.2. Procedures among the countries differ among themselves; this could cause interference in the DRO coordination, as well as in interoperability among the armies during its execution. Coordination referred to the procedures of each country should be assumed by an organization centralizing information at armies levels; this will be determined in the DRO Procedures Guide.

1.3. Regarding the foreign armies participation in support, the necessary logistics autonomy should be considered to support the beginning of the operation (72 hours), under the terms already defined in the corresponding DRO Procedures Guide.

1.4. Given the need of coordination among the Armed Forces from different countries, it is recommended to generate the corresponding instances and/or mechanisms among the Inter-American Naval Conference (INC), American Air Force Cooperation System (AACS) and the Conference of American Armies (CAA), in order to accelerate the operations development.

1.5. Considering the lack of information referred to the DRO's resources and procedures availability from each country under "no crisis" periods, it is recommended that the CAA Permanent Executive Secretariat (PESCAA), through the CAA System Network, keeps the corresponding information updated in its data base, available to all armies belonging to this organization.

Topic No. 2: DRO Procedures Guide Analysis

2.1. DRO Procedures Guide: must consider simple procedures involving only the respective armies, not ignoring the guidelines and policies of each country, civil protection.

2.2. Change the name of National Emergency Operation Centre (NEOC), by Assistance Coordination Organization (ACO), proposing an organizational structure for the above, including their roles and missions.

2.3. DRO Procedures Guide applies mainly starting from Phase II "DEPLOYMENT" (Chapter III).

2.4. Consolidate organizational models for the Execution Units Support (UNEJAP), presented by Argentina, during the development of the present exercise (JULY 2009).

2.5. It is suggested that the CAA DRO Exercise execution is focused on Phase II, “DEPLOYMENT,” and Phase III, “OPERATIONS,” respectively.

2.6. It is necessary that in future exercises using Simulation System for Management and Training (SIGEN), an instance of information exists to participating countries about the situation in the affected country during the catastrophic events, as well as, the sequence of local procedures it is carrying out to face crisis, and also, the available or already sent resources by the other CAA countries, in order to avoid duplication of effort.

ANNEX No. 3
SYNDICATE No. 2 CONCLUSIONS

TOPIC No. 1: Need for International Agreement Among CAA Member Countries to Execute DRO Exercises

1.1. Delegates of the armies represented in this syndicate concluded that there are areas where there is full consensus, that is to say, any process or intent support among the CAA armies must be based on an agreement, whether bilateral or regional, granted by the relevant legal framework.

1.2. Expeditious coordination, agility to respond, and a common language among the CAA armies must be developed to facilitate future aid during disasters and emergencies. This should be originated at the political level by the army of the affected country. Requests should go through established channels detailing required capacities and established procedures, based on training experience previously conducted.

1.3. In this sense, the army which channels aid through the army receptor must make use of expeditious communication, obtaining that way, a quick response, within the deadlines and the means of support that will be subordinate to the army receptor, which has a liaison with local authorities for the employment of such means.

1.4. This process, assures that assistance to be used has the essential elements, such as custody, security, communications, etc., for the useful use of the resources sent.

1.5. On the other hand, it should not be forgotten that the affected country's army is just another organization participating in the impact mitigation provoked by the catastrophe or emergency situation; that is why it should be understood that, it shall not manage the emergency, but it shall be a civil protection organization; for example, in Peru it will be INDECI and in Chile, ONEMI.

Proposal

It is important that the development of the topics referred to as as "Support Capacities" determinations are presented in the next Conference of American Armies by the different armies; "Procedures" standardized to put into action the request and delivery of the requested means of support and permanent "Training" to ensure the expeditious and timely delivery of support requested by means of simulation exercises in office and on the field.

CAA Accord Minute Proposal

Article 1: Delegates present at the meeting agree on the existence of two decision-making levels to reach agreements. The first one is at political level, which is beyond the scope of discussion of the organization member armies.

The second is specifically a military issue, which falls within the CAA's army members and where the referenced topic should be dealt with.

Article 2: To comply with the above, it is agreed that, the political approval of the agreements generated among the armies is necessary, and that the discussion at that level is about everything related to:

- Determination of a skills inventory for every CAA's member army. The inventory is intended to improve the communication, coordination, preparation, and response to disasters that may be offered to assist other requesting member countries.
- Determination of procedures to materialize the requested assistance.
- Determination of the training methodology to be used to make possible the application of the mentioned procedures.

Article 3: In order to materialize the issues mentioned in Article 2, it is agreed that the organization of specialized conferences and exercises, to be developed during the XXIX CAA's Cycle and subsequently in the next meetings, take this opportunity to develop the objectives the member Armies voluntarily identify.

These events should not necessarily be met in a linear fashion; they could be developed simultaneously.

Proposals must be made during the Preparatory Meeting for the XXVIII Conference of Chiefs of American Armies, under Annex 10, regarding Instructions to Liaison Officers and Delegates issued by SEPCEA.

Article 4: It is agreed to use the Inter-American Defence Board, as an Observer Military Organization, as a tool to gain access to decision-making levels of the Organization of American States on topics related to Humanitarian Aid in Case of Disasters, Military Issues, and Defence Policies.

Article 5: Where possible, the CAA's members will coordinate work with similar organizations all over the world to ensure the procedures to be used are officially recognized on topics related to Humanitarian Aid in Case of Disasters, Military Issues, and Defence Policies.



Appendix D

Example of a Final Report for a Specialized Conference on Civil-Military Relations



Instructions for Delegates

Buenos Aires, Argentina-18 to 22 OCT 2010

1. REFERENCES.

- Conference of the American Armies (CAA) regulation.
- Agreements reached at the 28th Commander's Conference of the American Armies (CCAA), held in Buenos Aires, Argentina, in October 2009.

2. PURPOSE OF THESE INSTRUCTIONS. To provide member armies of the CAA the necessary guidance to carry out the specialized conference on civil-military coordination and to guide all efforts to optimize the participation of each delegation, given the broadness of the topic and the shortness of available time to achieve the objectives set.

3. PLACE AND DATE. The specialized conference will be held at the Argentine Naval Center in Buenos Aires, from the 18th to the 22nd of October, 2010.

4. OVERVIEW.

- The Specialized Conference on Civil-Military Relations provides an opportunity for American armies to exchange experiences on this topic, as well as present and discuss ideas that will lead to standardizing and/or improving the existing procedures anytime disaster relief operations are to be executed.
- We will compile and document as lessons learned, experiences gained during operations in response to the earthquakes of Haiti and Chile and any other similar events where the armies of the region have participated.

5. CONFERENCE THEME. Procedures that tend to facilitate civil-military relations during peacekeeping operations (PKOs) and disaster relief operations (DROs).

6. OBJECTIVES.

- Determine mechanisms and levels of relations that are necessary between the military and civilian authorities, organizations, and the population during the development of PKOs and DROs.
- Determine the necessary support measures needed from civilian authorities and nongovernmental organizations (NGOs) in order to contribute to the humanitarian assistance that should be provided to the population.

- Determine the cooperation required from civil authorities in order to sustain the force and support the mission during the development of PKOs and DROs.

7. WORK PHASES.

- Before arrival to the conference: Gather all available documentation in respective countries of origin dealing with the theme to be addressed and be prepared to present a briefing on this topic. In this regard, it is expected that all necessary contacts, by electronic mail, be made among the participants regarding any questions which may arise and for the exchange of information and concerns. Information regarding the conference is available on the web at www.redcea.org. For the purpose of better organizing the work to be done, delegates will be divided into two working groups, with a coordinator.
 - Moderator for Working Group # 1: To be designated by the Argentine army.
 - Moderator for Working Group # 2: To be designated from among participating armies.
 - Working Group Coordinator: Conference secretary.

Note: With designated officers in their respective group, all working group members must cooperate with them to ensure a successful outcome.

- During the conference: The involvement of participants in the activities of the specialized conference, as well as their effort and dedication during the work periods, are elements that will contribute to successfully achieving and accomplishing the objectives.
 - Working Groups are comprised as follows:
 - Working Group # 1: (*) Antigua and Barbuda / Argentina / Barbados / Belize / Canada / United States / Guyana / Jamaica / Mexico / Nicaragua / Surinam / Trinidad and Tobago / Intra-American Defense Board.
 - Working Group # 2: (*) Bolivia / Brazil / Chile / Colombia / Dominican Republic / Ecuador / El Salvador / Guatemala / Honduras / Paraguay / Peru / Uruguay / Venezuela / Conference of Central American Armed Forces.
- (*) To be finalized once delegation attendance is confirmed.
- The work sessions for the working groups were set in the activities agenda sent in advance, along with the administrative instructions. The work session schedules and specifications include the following:
 - During the afternoon session of Tuesday, 19 October, both working groups will work on the proposed Objective # 1: Determine mechanisms and levels of relations that are necessary between the military and civilian authorities, organizations, and the population during the development of PKOs and DROs.

- During both the morning and afternoon sessions of Wednesday, 20 October, Working Group # 1 will work on the proposed Objective # 2: Determine the necessary support measures to the civilian authorities and NGOs in order to contribute to the humanitarian assistance that should be provided to the population.
 - During this same time frame, Working Group #2 will work on the proposed Objective # 3: Determine the cooperation required from civil authorities in order to sustain the force and support the mission during the development of PKOs and DROs.
 - In each work session, participants shall seek to document, using the format experiences gained from each nation's briefings on the subject, and debate these objectives and move on to draft conclusions and recommendations, in earnest. At the end of each day, the moderators of the working groups shall deliver to the coordinator their written conclusions and recommendations in Microsoft Word format.
 - Each working group will make a Power Point slide presentation the last day of work, in as clear and concise manner as possible, in order to use them as the reference documents with their recommendations, which will make up the CAA's DRO guidelines for the armies that may be deployed in PKOs.
 - The final finished product will be presented at the 29th cycle of the CCAA to take place in October 2011.
- After the conference and in the event the work is not finished, it is important for the participants to keep in contact with their respective working group moderator and the coordinator.

8. OTHER PARTICIPANT ITEMS OF INTEREST. Participants arriving at the conference must know the following:

- The DRO Procedural Guidelines (Revised in 2009).
- CAA Lessons Learned Manual (Revised in 2009).
- Procedural guideline on the elaboration, proof, validation, and updating of manuals and lessons learned.

9. ADDITIONAL INFORMATION. Go to the CAA web page at www.redcea.org or contact the coordinator of the groups at dario.raffo@redcea.org or cea8@ejercito.mil.ar.

Appendix E

Military Decisionmaking Process Extract

Overview

Planning is the art and science of understanding a situation, envisioning a desired future, and laying out effective ways of bringing that future about. Planning helps commanders create and communicate a common vision among themselves, their staffs, subordinate commanders, and unified action partners.

All planning is based on imperfect knowledge and assumptions about the future. Planning cannot predict exactly what are the effects of the operation, how enemies behave, or how civilians respond to the friendly force or the enemy. Nonetheless, the understanding and learning that occur during the planning process have great value.

Planning activities occupy a continuum ranging from conceptual to detailed. On one end of the continuum is conceptual planning. Understanding the operational environment and the problem, determining the operation's end state, establishing objectives, and sequencing the operation in broad terms all illustrate conceptual planning. At the other end of the spectrum is detailed planning.

Detailed planning translates the broad operational approach into a complete and practical plan. Detailed planning works out the scheduling, coordination, or technical problems involved with moving, sustaining, synchronizing, and directing the force.

Army leaders employ three methodologies for planning — determining the appropriate mix based on the scope of the problem and their familiarity with it, the time available, and the availability of a staff. Methodologies that assist commanders and staffs with planning include Army design methodology, the military decisionmaking process (MDMP), and troop leading procedures.

This extract provides a brief discussion of the Army design methodology and how it is integrated with and complements the MDMP. It also provides commanders and their staffs with a tool to assist in the understanding and implementation of the MDMP.

Military Decisionmaking Process

The MDMP is an iterative planning methodology that provides the following:

- Integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission.
- Develops and compares courses of action (COAs).
- Decides on a COA that best accomplishes the mission.
- Produces an operation plan or order for execution.

The MDMP helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. The MDMP is a process that helps commanders, staffs, and others think critically and creatively while planning.

The MDMP facilitates collaborative and parallel planning as the higher headquarters solicits input and continuously shares information concerning future operations with subordinate and adjacent units, supporting and supported units, and other military and civilian partners through planning meetings, warning orders (WARNOs), and other means. Commanders encourage active collaboration among all organizations affected by the pending operations to build a shared

understanding of the situation, participate in COA development and decision making, and resolve conflicts before publication of the plan or order.

The MDMP also drives preparation. Because time is a factor in all operations, commanders and staffs should conduct a time analysis early in the planning process. This analysis helps them determine what actions are required and when those actions must begin to ensure forces are ready and in position before execution. This may require the commander to perform the following actions:

- Direct subordinates to start necessary movements.
- Conduct task organization changes.
- Begin information collection operations.
- Execute other preparation activities before completing the plan.

The commander directs these tasks in a series of WARNOs as the commander and staff conduct the MDMP. Developing the unit's assessment plan occurs during the MDMP — not after the plan or order is developed. Figures E-1 through E-6 provide more information on the overall MDMP (see Field Manual [FM] 6-0).

During planning, assessment also focuses on developing an understanding of the current situation, determining what to assess and how to assess progress using measures of effectiveness (MOEs) and measures of performance (MOPs). For more information, see Table E-1.

Key inputs	Steps	Key outputs
<ul style="list-style-type: none"> Higher headquarters' plan or order or a new mission anticipated by the commander 	<p>Step 1: Receipt of Mission</p>	<ul style="list-style-type: none"> Commander's initial guidance Initial allocation of time
Warning order		
<ul style="list-style-type: none"> Commander's initial guidance Higher headquarters' plan or order Higher headquarters' knowledge and intelligence products Knowledge products from other organizations Army design methodology products 	<p>Step 2: Mission Analysis</p>	<ul style="list-style-type: none"> Problem statement Mission statement Initial commander's intent Initial planning guidance Initial CCIRs and EEFI Updated IPB and running estimates Assumptions Evaluation criteria for COAs
Warning order		
<ul style="list-style-type: none"> Mission statement Initial commander's intent, planning guidance, CCIRs, and EEFI Updated IPB and running estimates Assumptions Evaluation criteria for COAs 	<p>Step 3: Course of Action (COA) Development</p>	<ul style="list-style-type: none"> COA statements and sketches <ul style="list-style-type: none"> Tentative task organization Broad concept of operations Revised planning guidance Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Revised planning guidance COA statements and sketches Updated assumptions 	<p>Step 4: COA Analysis (War Game)</p>	<ul style="list-style-type: none"> Refined COAs Potential decision points War-game results Initial assessment measures Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Refined COAs Evaluation criteria War-game results Updated assumptions 	<p>Step 5: COA Comparison</p>	<ul style="list-style-type: none"> Evaluated COAs Recommended COAs Updated running estimates Updated assumptions
<ul style="list-style-type: none"> Updated running estimates Evaluated COAs Recommended COA Updated assumptions 	<p>Step 6: COA Approval</p>	<ul style="list-style-type: none"> Commander approved COA and any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions
Warning order		
<ul style="list-style-type: none"> Commander approved COA and any modifications Refined commander's intent, CCIRs, and EEFI Updated assumptions 	<p>Step 7: Orders Production, Dissemination, and Transition</p>	<ul style="list-style-type: none"> Approved operations plan or order Subordinates understand the plan or order
<p>CCIR commander's critical information requirement EEFI essential element of friendly information COA course of action IPB intelligence preparation of the battlefield</p>		

Figure E-1. The 7-step military decisionmaking process.

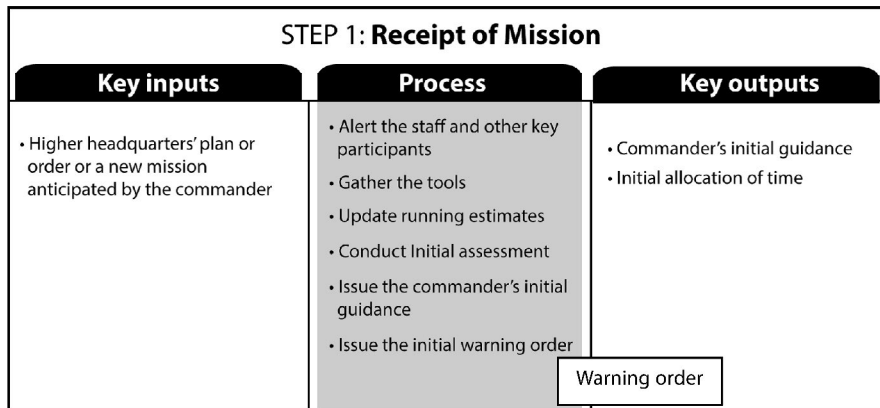


Figure E-2. Receipt of mission in the MDMP.

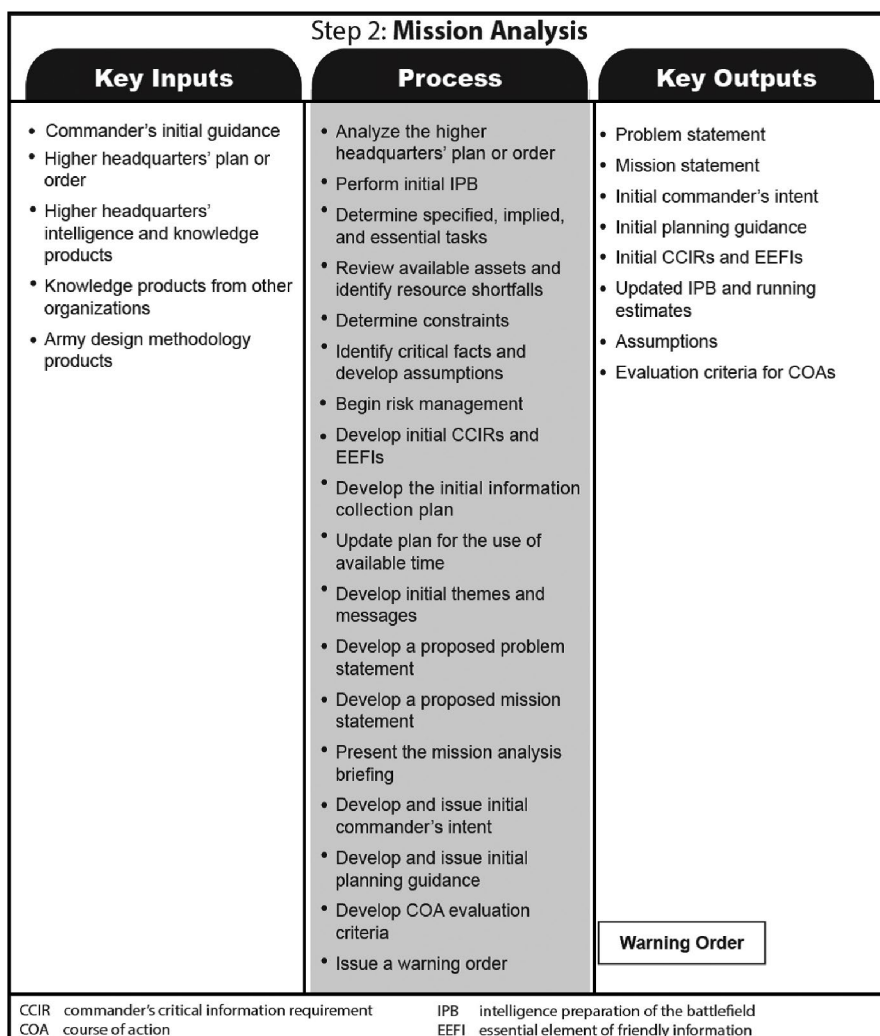


Figure E-3. Mission analysis overview in the MDMP.

Step 3: Course of Action (COA) Development		
Key inputs	Process	Key outputs
<ul style="list-style-type: none"> • Mission statement • Initial commander's intent, planning guidance, CCIRs and EEFI • Updated IPB and running estimates • Assumptions • Evaluation criteria for COAs 	<ul style="list-style-type: none"> • Assess relative combat power • Generate options • Array forces • Develop a broad concept • Assign headquarters • Develop COA statements and sketches • Conduct COA briefing • Select or modify COAs for continued analysis 	<ul style="list-style-type: none"> • COA statements and sketches <ul style="list-style-type: none"> - Tentative task organization - Broad concept of operations • Revised planning guidance • Updated assumptions
<small>CCIR commander's critical information requirement</small>		<small>EEFI essential element of friendly information</small>
<small>COA course of action</small>		<small>IPB intelligence preparation of the battlefield</small>

Figure E-4. Course of action development in the MDMP.

Step 4: COA Analysis (War Game)		
Key inputs	Process	Key outputs
<ul style="list-style-type: none"> • Updated running estimates • Revised planning guidance • COA statements and sketches • Updated assumptions 	<ul style="list-style-type: none"> • Gather the tools • List all friendly forces • List assumptions • List known critical events and decision points • Select the war-gaming method • Select a technique to record and display results • War-game the operation and assess the results • Conduct a war-game briefing (optional) 	<ul style="list-style-type: none"> • Refined COAs • Potential decision points • War-game results • Initial assessment measures • Updated assumptions
<small>COA course of action</small>		

Figure E-5. COA analysis in the MDMP.

Step 5: COA Comparison		
Key inputs	Process	Key outputs
<ul style="list-style-type: none"> • Updated running estimates • Refined COAs • Evaluation criteria • War-game results • Updated assumptions 	<ul style="list-style-type: none"> • Conduct advantages and disadvantages analysis • Compare courses of action • Conduct a course of action decision briefing 	<ul style="list-style-type: none"> • Evaluated COAs • Recommended COAs • Updated running estimates • Updated assumptions
<small>COA course of action</small>		

Figure E-6. COA comparison in the MDMP.

MOE	MOP	INDICATOR
Answers the question: Are we doing the right things?	Answers the question: Are we doing things right?	Answers the question: What is the status of the MOE and MOP?
Measures purpose accomplishment.	Measures task completion.	Measures raw data inputs to inform MOEs and MOPs.
Measures “WHY” in the mission statement.	Measures “WHAT” in the mission statement.	Information used to make measuring what or why.
No hierarchical relationship to MOPs.	No hierarchical relationship to MOEs.	Subordinate to MOEs and MOPs.
Often formally tracked in formal assessment plans.	Often formally tracked in execution matrices.	Often formally tracked in formal assessment plans.
Typically challenging to choose the correct ones.	Typically simple to choose the correct ones.	Typically as challenging to select correctly as the supported MOE or MOP.

**Table E-1. Assessment measures and indicators
(see Army Doctrine Reference Publication [ADRP] 5-0 for more information).**

References

1. ADRP 5-0, *The Operations Process*, 17 MAY 2012.
2. FM 6-0, *Commander and Staff Organization and Operations*, 5 MAY 2014.

Appendix F
Document Submission and Activity Timelines

Organizing Army

Aim:

To guide the organizing army concerning the fulfillment of deadlines, submission of required documents, and additional actions for planning, preparing, and holding an event.

Timeline Requirements for Organizing Army

Date	Activities
D-90 from the event	Start planning and arranging the event. Send the commanders of the Conference of the American Armies (CAA) the event invitations.
D-60	Send the Administrative Instructions and an extract of the event agenda to the delegates.
D-30	Check the confirmation of participant applications, personal information, and flight data of delegates who plan to participate in the event. (Deadline required.)
D to D+4	Conduct the event.
D-30 from the Preparatory Meeting	Submit conclusions and recommendations of event to host army of the cycle during Preparatory Meeting and at the Commander's Conference of the American Armies (CCAA).
D-30 from CCAA	Submit requests for the bilateral meetings to host army of the cycle.

Table F-1. Recommended timelines for required activities in support of the CAA.

Note: At the CAA, the following are regarded as events:

- Specialized conferences
- Ad-hoc committee
- Exercises
- Specialized studies

Host Army

Aim:

To guide the host army concerning fulfillment of deadlines, submission of required documents, and actions for controlling and conducting the cycle.

Timeline Requirements for Host Army

Date	Activities
Until the end of the month of February of the first year of the first cycle (Year A).	The Permanent Executive Secretariat of the Conference of the American Armies (PESCAA) receives materiel cargo and files of the previous cycle.
Until the end of the month of March of the first year of the first cycle (Year A).	PESCAA conducts hand-over ceremony.
D-120 from the event	Orient the organizing army to start planning and making arrangements for the event.
D-90 from the event	1. Ensure the organizing army sent digital and physical invitation to the CAA army commanders. 2. Remind the event’s organizing army to submit administrative instructions, delegate instructions, and event agenda to member armies 60 days prior to the event.
D-60 from the event	1. Ensure organizing army submitted administrative instructions, delegate instructions, and event agenda to member armies. 2. Event organizing army must request personal information and flight data of participating delegates from their respective army liaisons.
D-30 from the event	Ensure event organizing army sent and received application forms of participant armies reflecting personal information and flight data.
D-90 from the Preparatory Meeting	1. Begin planning and designating arrangements for final phase of event. 2. Send invitations of Preparatory Meeting to CAA army commanders.
D-60 from the Preparatory Meeting	Send administrative instructions, delegate instructions, presenter instructions, and agenda extracts of Preparatory Meeting.
D-30 from the Preparatory Meeting	1. Request delegate personal information and flight data from CAA member armies. 2. Request conclusions and final recommendations from CAA member armies. These conclusions and recommendations will be presented at the Preparatory Meeting and the CCAA.
D to D+4	Conduct Preparatory Meeting. Delegate handouts include the following: 1. Invitations to the CCAA. 2. Instructions for bilateral meetings. 3. Administrative, delegate, presenter instructions, and CCAA agenda. 4. Accord proposals.

Table F-2. Timeline of events for host army of the cycle.

Timeline Requirements for CCAA by Host Army

Date	Activities
D-90 from the CCAA	Send invitations to CAA army commanders.
D-60 from the CCAA	Send CAA army commanders: 1. Instructions for bilateral meetings. 2. Administrative, delegate, presenter instructions, and CCAA agenda.
D-30 from the CCAA	Request delegate personal information and flight data from CAA armies
D to D+4	Conduct CCAA.
D+30	Submit files and supporting documents of previous cycle to army responsible for CAA historical archives.

Table F-3. Timeline for CCAA commanders and staff.

Note: At CAA, the following are regarded as events:

- Specialized conferences
- Ad-hoc committee
- Exercises
- Specialized studies

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Military Review (MR)

MR is a revered journal that provides a forum for original thought and debate on the art and science of land warfare and other issues of current interest to the U.S. Army and the Department of Defense. Find MR at <<http://usacac.army.mil/cac2/militaryreview>>.

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