



CHAPTER 5

COMMAND AND CONTROL OF SAN MARITIME FORCES

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CHAPTER 5

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INTRODUCTION

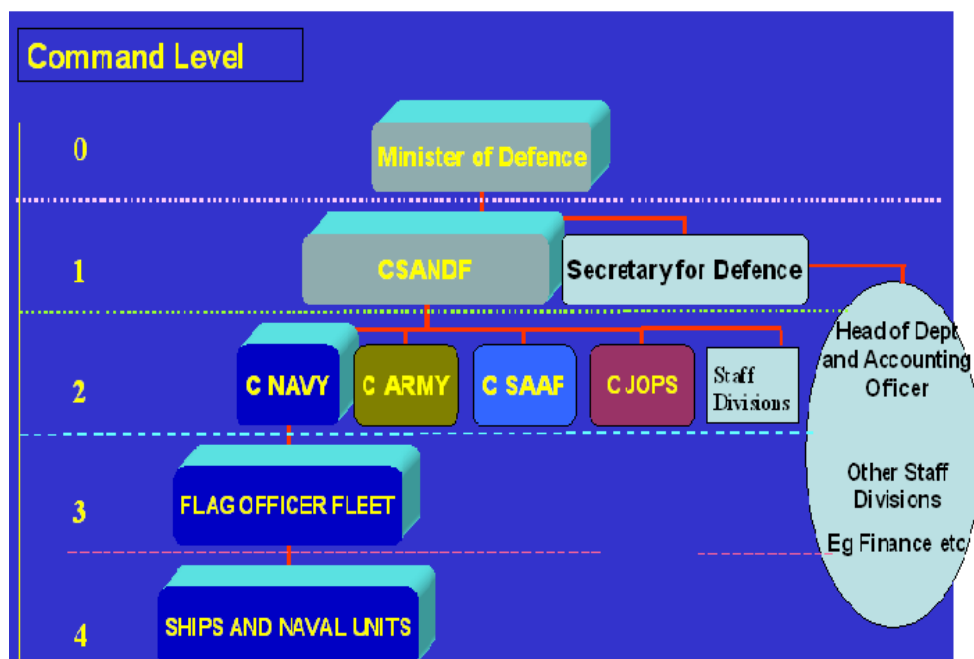
The SANDF operates on the principle of jointness. As directed by the Minister of Defence, C SANDF commands and controls all joint and multi-national operations through CJ Ops. The Joint Operational Headquarters (CJ Ops) ensures that joint planning for operations and exercises takes place. The preparation of forces in getting them combat ready and the command and control of them during exercises and operations will be discussed in this chapter.

COMMAND AND CONTROL HIERARCHY IN THE SANDF

The SANDF is structured on 5 levels of Command, with the highest level, the Minister of Defence (Level 0) and the lowest being the units (Level 4). Levels 0 to 2 are policy making levels, while Levels 3 and 4 carry out the executing functions of the SANDF. Navy Office is a policy making headquarters (Level 2), while the Fleet Command, under the command of Flag Officer Fleet (FOF) (Level 3), executes the policies. These levels and the implications to the SAN are depicted on the diagrams below.

Figure 6: SANDF Command Structure

SANDF COMMAND STRUCTURE



PROVISION OF MILITARY CAPABILITY BY THE NAVY

The Navy is responsible for the fighting effectiveness, efficiency, economy and morale of its personnel and forces. The Chief of the Navy (C Navy), as directed by C SANDF through CJ Ops, may also have a responsibility in peacetime, for directing and supervising any delegated activities carried out on a routine and single-Service basis, including, for example,

- a. the maintenance of the naval elements of the strategic deterrent;
- b. support to the civil authorities; and
- c. search and rescue.

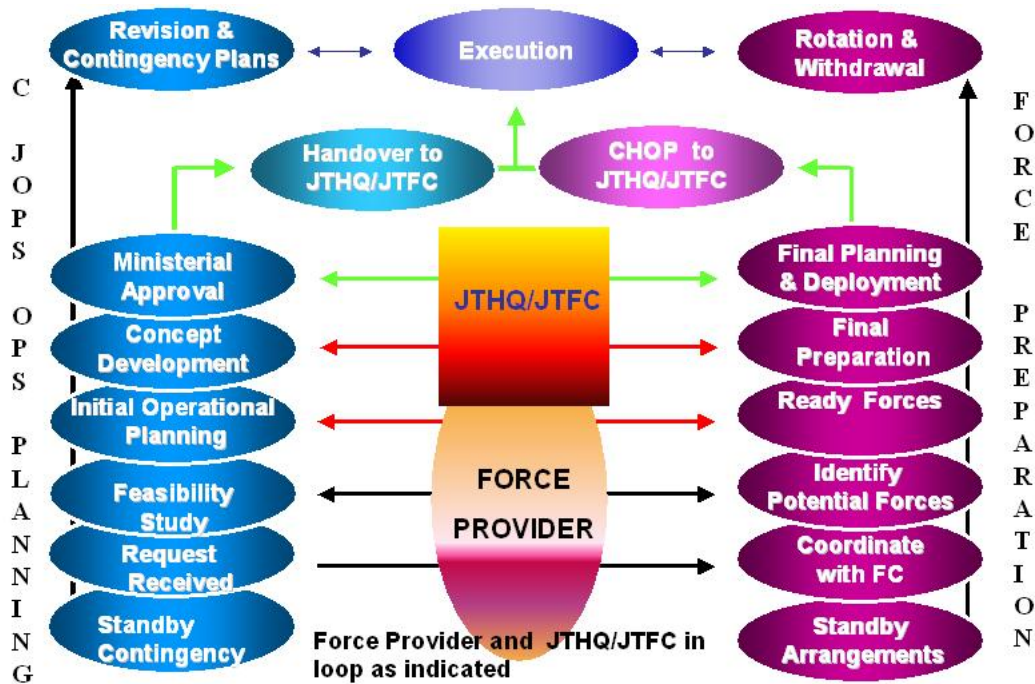
The Navy provides assigned forces to CJ Ops and the former is responsible for providing administration and logistic support to its forces deployed for joint and multi-national operations. If circumstances warrant, CJ Ops may appoint an officer from the Navy as the Joint Task Force Commander (JTFC) for national or multinational joint operations.

PREPARATION OF FORCES FOR JOINT AND MULTI-NATIONAL OPERATIONS

As directed by C SANDF, C J Ops, is responsible for the preparation of dedicated mission ready combat and support forces drawn from the four Services for the conduct of all joint and multi-national operations, to carry out specific missions or to react to specific contingencies. In particular, CJ Ops is responsible for determining the training and preparation requirements of the Joint Task Force Commanders and joint headquarters staffs earmarked to command and control such missions. This includes determining the needs for all forms of formal classroom training as well as exercises covering all aspects of joint and multi-national operations.

The process for the provision of assets and the planning for an operation is depicted in the following diagram.

Figure 7: Planning Process for an Operation



COMMAND AND CONTROL OF JOINT AND MULTI-NATIONAL OPERATIONS

CJ Ops is responsible for directing and co-ordinating the joint planning process and for submitting the joint plans to C SANDF for approval. Once plans are approved, CJ Ops, in collaboration with those involved in the planning process, issues the necessary directives, orders and instructions to conduct joint or multi-national exercises to practise the implementation of the plans for each contingency or, in the case of a crisis, to conduct actual operations.



As required, forces from the four Services will be assigned under the Operational Command of a Joint Task Force Commander to conduct any joint exercises or operations approved by C SANDF. In the case of multi-national exercises or operations conducted under the auspices of the UN, AU, SADC or other regional authority, SANDF forces will be assigned under the Operational Control of a Combined Force Commander appointed by the authority concerned.



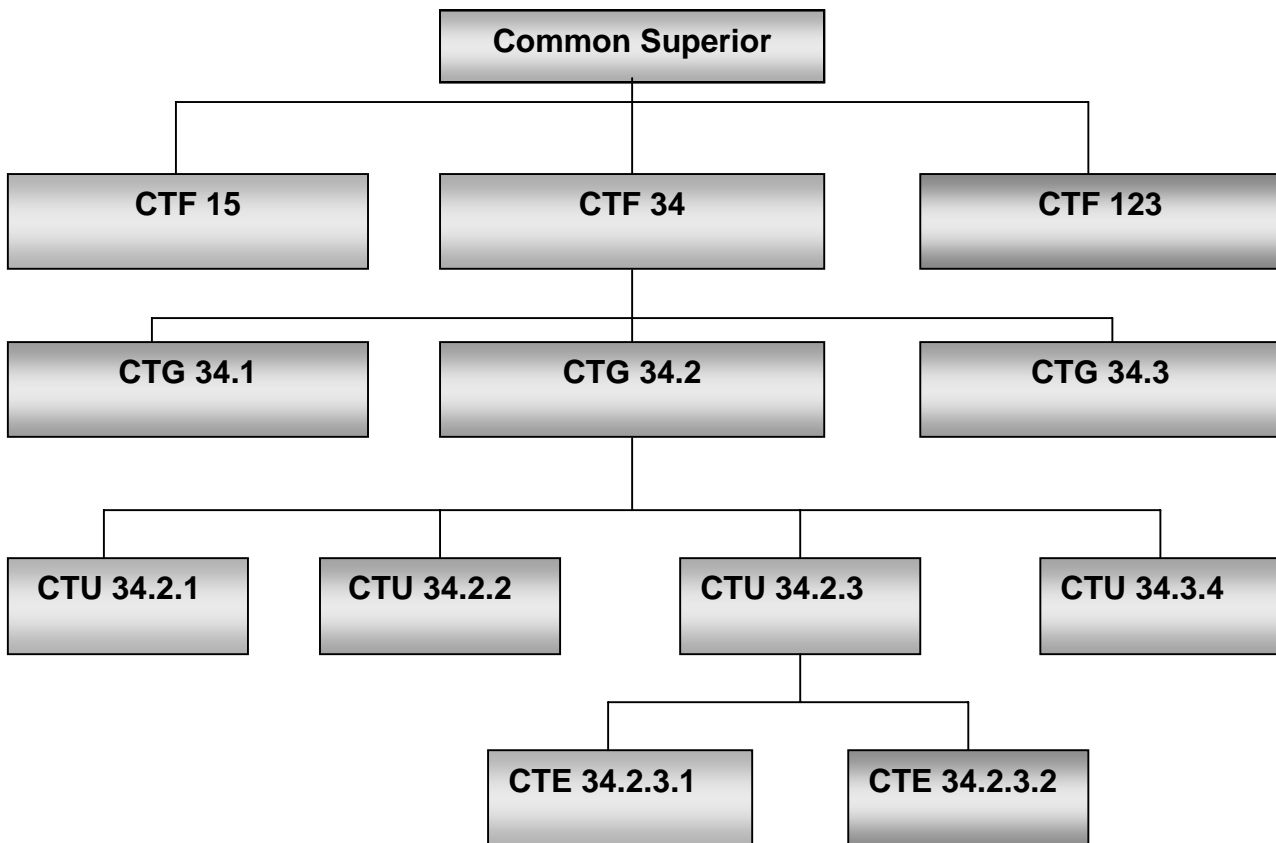
Helicopters are a very effective means of transporting personnel from ships to the land operation during joint operations

When deployed on a mission, the naval task force will be organised and commanded in the traditional naval manner. A task force is divided into task groups. The ships within the task group are divided, according to their type, into task units and task elements. Each individual ship is a task element and task elements of the same type, form a task unit. Different task units form the task group.

This method of division ensures that ship types operate together and that each ship's commander reports to a single unit commander who, in turn, reports to the task group commander who reports to the task force commander. The chain of command is clear and streamlined.

The breakdown is depicted in the following diagram.

Figure 8: Example of a Task Organisation



THE MILITARY FUNCTIONS

Military capability is exercised through four basic functions:

- a. Preparation of forces.
- b. Employment of forces and recovery.
- c. The provision of combat capability during an operation.
- d. Sustainment.

These functions are exercised in any scale or type of operation, but the relationship between them will vary to suit the circumstances. For example, in a simple, small-scale operation they might have a straight-forward sequential relationship. Preparation would be followed by deployment for a finite mission, embracing combat capability and sustainment, completing with recovery. However, in a more complex operation, or when there is more than one simultaneous operation, all activities are likely to be in play at the same time. The relationship is dictated by strategic direction, which gives

shape and purpose to each operation. The individual functions are discussed in the following paragraphs.

Force Preparation. Force Preparation is the process of providing suitably trained and equipped forces and their means of deployment, sustainment and recovery to meet all current and potential future tasks, within required readiness and preparation times. It must take into account any requirement to cater for concurrent operations and tasks, plus the need for timely recuperation to meet possible future tasks. It also embraces the regeneration and reconstitution necessary to meet a major conflict, such as limited war, and the long term development of capability to meet changing circumstances. Doctrine and training give cohesion to a force and bring it to a state of preparedness. The implementation of this doctrine in the SAN is described below.

Force Preparation in the SAN. C Navy is the Force Provider of forces to CJ Ops and Flag Officer Fleet (FOF) is responsible for Force Preparation. FOF is the Operating Authority for all naval forces involved in Force Preparation. Force Preparation includes individual ship workups, type workups and Fleet Workups and exercises which may also require operating with the conduct of operations and joint exercises. Other Services. Worked up ships are provided by C Navy to CJ Ops for



Employment and Recovery. Once generated, a task force must be capable of being employed and supported within an area of operations. It may need to be redeployed within the area of operations, or to another area, to meet new operational objectives. Once it has achieved its purpose it must be recovered to its home base to recuperate.

Combat Capability. Combat capability is the ability of a force, which has been prepared, deployed and sustained, to undertake its mission in the area of operations. In most circumstances this will be the ability to defeat or disrupt enemy forces. The

term also covers the capability of the armed forces on non-belligerent operations.

Sustainment. Sustainment is the process of enabling a task force to maintain the necessary combat capability to achieve its objectives. It embraces all aspects of sustaining the manpower, equipment and stores which enable a force to complete its mission. It includes the endurance to maintain an operational commitment for a protracted period if necessary. This might require reinforcement and/or rotation of units and the regeneration and deployment of other units.

Other elements of combat capability are essential to all types of military operations and they are encompassed in the C4I2SR concept (Command Control, Communications, Computers, Infrastructure, Information, Surveillance and Reconnaissance).

LEVELS OF CAPABILITY

A Force Structure Element (FSE) can be held at differing levels of capability, defined briefly as follows,

- a. **No Level of Capability (NLOC).** This is applicable when an FSE is not required to achieve a level of capability as a result of decommissioning, commissioning, or refit.
- b. **Safety Level of Capability (SLOC).** SLOC is the lowest level of capability from which an FSE can transition. Typically, a vessel would be at SLOC subsequent to a decommissioning, commissioning, or refit.
- c. **Basic Level of Capability (BLOC).** An FSE in BLOC, while not combat ready, will be regarded as sea going for given specified tasks. Such tasks will typically include multi-ship and joint training evolutions and/or work-up training.
- d. **Functional Level of Capability (FLOC).** FLOC is a state of Combat Readiness – the level of capability for force structure and preparedness from which a force element can attain OLOC for performing its Mission-related tasks within a specified Response Time. It is the level of capability that most force elements hold on a routine basis.
- e. **Operational Level of Capability (OLOC).** OLOC is a state of Mission Readiness – the level of capability for force structure and preparedness that an FSE needs to have achieved in order to undertake its specified military tasks as indicated in the associated missions and other pertinent operational orders. Attaining OLOC for a specified mission entails high cost, as also a high proficiency decay rate. Thus, OLOC shall only be ordered for specific assets for specific Missions.

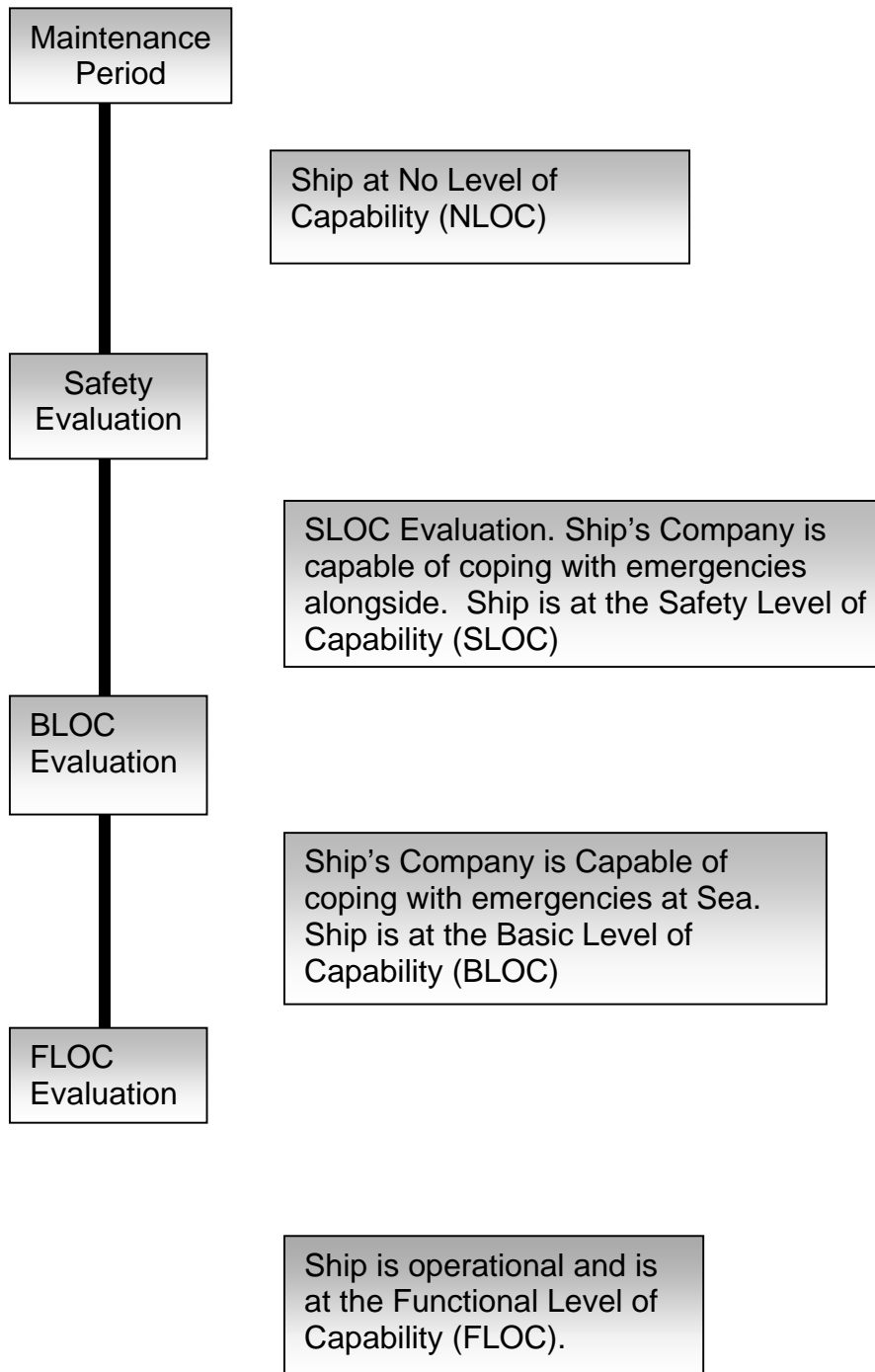
Directed Levels of Readiness. It is not practical to keep all ships at the highest readiness levels at all times. Navy Office, therefore, determines the readiness levels (personnel, technical and logistical) at which the Fleet Command is to keep the ships. The notice at which the ships are to be kept in order to work up to conduct specific operations for CJ Ops is also determined by the Navy Office, in conjunction with the requirements of CJ Ops. This is the Directed Level of Capability.

Effectiveness Model. The SA Navy uses a management tool (Effectiveness Model) that takes into consideration the status of the ships' equipment, personnel and logistics to determine their effectiveness in terms of their availability, dependability and reliability to be able conduct their assigned missions.

Operational Cycle. As ships come out of their maintenance periods (refits and Docking and Essential Defects), they are subjected to different evaluations by the Operational Sea Training Team (OSTT). The successful completion of an evaluation increases the ship's readiness level, as described above and depicted in the diagram below.



A Strike Craft exercising with a harbour patrol boat during work-up training

Figure 9: Level of Capabilities**CONCLUSION**

A well established Command and Control process in the operational environment will enhance the effectiveness of a joint force conducting operations. The principle of

involving all the role players at an early stage in the planning process will ensure that the SA Navy contributes effectively to a joint operation.

Good joint planning, command and control processes and the correct application of naval concepts described earlier will ensure that mission-trained and logistically supported SA Navy forces will conduct their operations successfully. The doctrine for providing the focused personnel training and the required logistic support is explained in the Chapters 6 and 7.