

## Exercise Mhun Khi Mayhem

### NARRATIVE

1. You are a Department of Overseas Aid (DOA) official and have been asked by the Minister to visit British charities overseas, in order to assess their aid work. Your first tasking is to the country of Saff Hari Pahk, in South East Asia.

2. You arrived at Mhun Khi Airport this morning and have just reported to the local AA (Atheist Aid) depot on the outskirts of town. You spend the 15 minute taxi ride revising your DOA file and are surprised that on arriving at the depot, the Manager, Mr Church, is not there to meet you. His Personal Assistant (PA), who is in floods of tears, tells you that Mr Church was rushed to the local hospital last night after his car was shot at just south of Mhun Khi and he took a round in his leg. The PA, Mary "Maggie" Darlen, tells you between sobs that Mr Church was explaining just before leaving last night that there was an urgent need to move vital supplies of maize down to the refuge camp at Thai Ghur today. Apparently he was particularly concerned that the wet season is starting strangely early this year and monsoons are forecast for 2230 hrs tonight, which will severely jeopardise any movement of relief supplies. You manage to calm Maggie down a bit, and she thrusts some notes Mr Church has made into your hand. As you scan the piece of paper, you hear Maggie quietly saying to herself "these poor people must get this food today". She gets emotional once more as she cries out that she "is just the PA and wouldn't have the first idea of how to organise a relief effort". While trying to reassure her, you look at the notes more closely and gain the following information:

- a. There is 51 tons of maize in the depot. A ton feeds 100 people during the wet season.
- b. AA have a collection of diesel trucks with a 5 ton capacity. They manager 40 kph on the roads and have 40 gallon fuel tanks doing 10 km to the gallon on roads.
- c. There are 5000 refugees at the camp at Thai Ghur.
- d. The Chee Tah rebels are pretty active everywhere south of the River Pih Rhanah. So far they have not interfered with the relief convoys during the day. They are less trustworthy at night, but always avoid convoys of more than 5 vehicles. They have never attacked anything on the railway.
- e. The road up to the ferry is patrolled by Government troops by day but they withdraw at dusk. After dark the Chee Tahs occasionally shoot art passing vehicles. The ferry is okay but can only take 5 trucks and one Land Rover and trailer at a time.

3. You notice Mr Church has also left a rough sketch map (see attached) on his desk, with a telephone number for a Mr Monk at the quarry. You ask Maggie about him and she says she remembers Mr Church mentioning that Mr Monk wasn't doing anything today, apart from perhaps test driving his new quarry truck, and would be only too glad to help. He also has a light aircraft that covers the distance to Mhun Khi Airport in 30 minutes.

4. Given your experience with the DOA, and your years in the Army helping out on missions just like this, you know you cannot just sit back and let the refugees at Thai Ghur starve. You make yourself and Maggie a cup of tea and explain to her that you will make sure the aid gets through. She asks you if you mind if she visits Mr Church in hospital. You agree and ask her if she needs a lift. She replies that she knows a bus to the hospital passes by the depot in 5 minutes, but is not sure of the return times. You tell her that you will try and swing by the hospital in 2 – 3 hours if transport is available, in order to see Mr Church, and bring her back. Just before leaving she tells you that the depot foreman (called "The Steeple") is a good chap – he'll get things done if you tell him, and she also mentions that you can't miss the hospital as it is right next to the airport.

5. After spending an hour in the doom and gloom of the office you go out into the sun and visit the depot. There are 10 light blue painted trucks and a diesel Land Rover and trailer outside. The depot is full of sacks containing maize. You meet a large Northern Irish man who introduces himself as "The Steeple". He tells you that each truck needs a 2-man crew (one to drive, one to navigate). With the diesel shortage, many have not turned up for work (ironically, the only places there seems to be plenty of diesel is the depot, hospital and the refugee camp), but 9 crews have arrived. The ferry, he says, is okay but takes up to 30 minutes to sail one way across the Lake Neh Sih, including loading. It leaves the NE bank on the hour. He says he usually drives the Land Rover and trailer (already attached), but you could use it if you wanted. Together they have a 1 ton capacity, and can travel at 50 kph on roads, even when loaded.

6. It is 0830 hrs. You tell "The Steeple" that you will have your instructions ready by 0915 hrs. You move back to the office, and notice the railway line on your map. A quick phone call to "Doubting" Thomas, the stationmaster, results in good news. The electric trains are running and there are empty wagons that have more than enough capacity. He says there are plenty of employees at Pahn Thur Station to help the off and on loading, which he estimates will take 45 minutes. There is a slight problem though; due to track maintenance the train can only travel at a maximum speed of 20 kph.

7. Thinking you might catch your breath, you've barely sat down when a nurse rushes in, in some distress. She's from Mhun Khi Hospital. A landmine has blown up a bus taking the morning shift to the coffee plantation. There are 15 injured and the hospital has only one ambulance. She pleads with you to send one of your vehicles to collect the casualties and points out the location on your sketch map.

8. At this stage your head is throbbing and now you realise that you need to have a look at your options. What a complete nightmare! You look at your watch; "The Steeple" told you it would 1000 hrs before the crews will have the trucks ready to leave and it gets dark at 2100 hrs.

## **YOUR TASK**

**Consider the problem. What are you going to do?**

**Write down your thought process that leads you to a plan. Consider the following:**

**Aims**

**The options open to you – consider each possibility and draw conclusions.**

**Decide on the best option – give reasons**

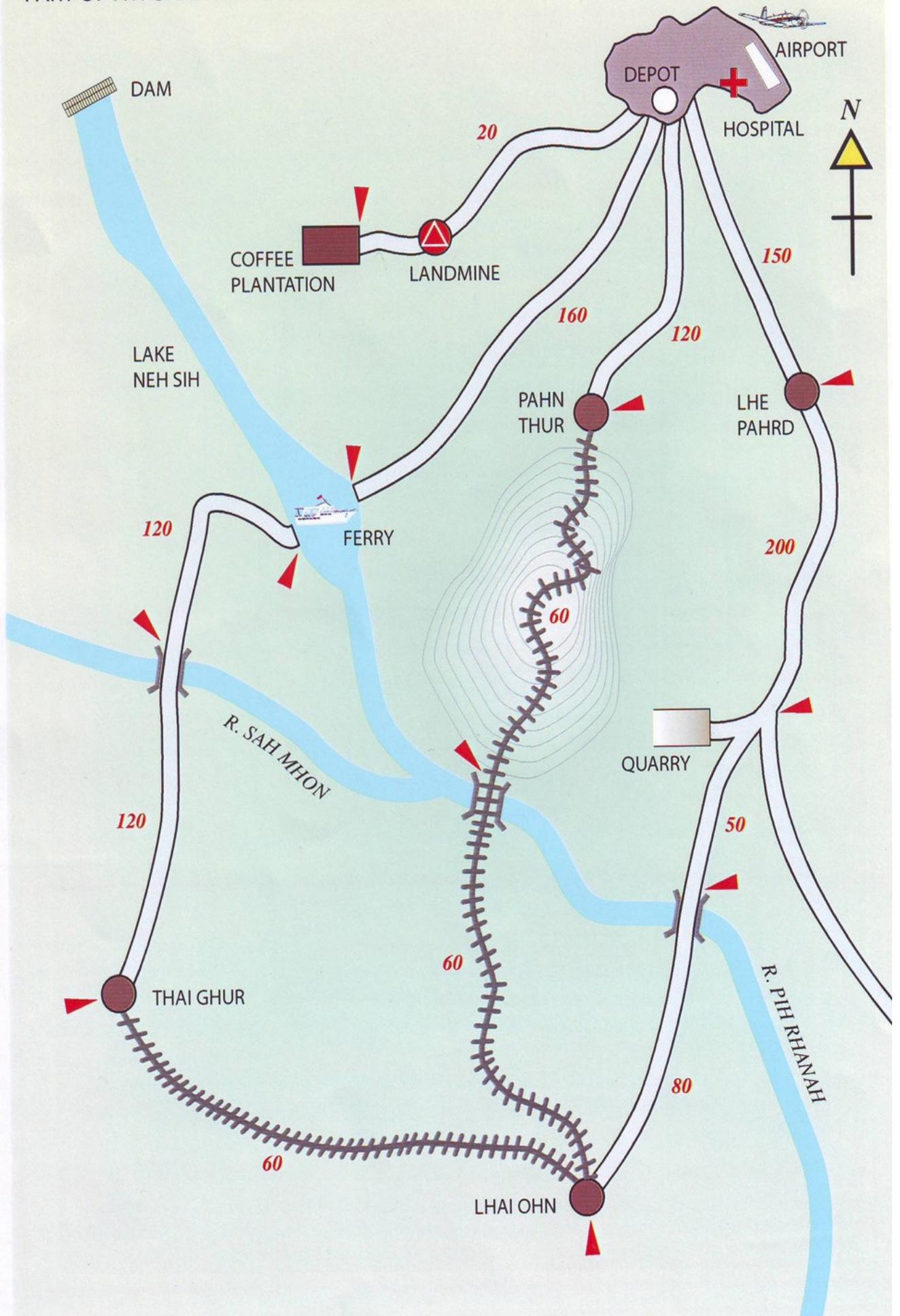
**Outline your plan with timings.**

**Reasonable assumptions are acceptable provided you state them but in general only use the information provided.**

**Be prepared to present your plan verbally and to be able to justify it. You will be able to refer to the map and your notes.**

PART OF NW SAAF HARI PAHK

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## DS NOTES – MHUN KHI MAYHEM

This is just a guide - DS are encouraged to use their discretion and imagination!

### AIMS

*(In priority order)*

1. Get aid to THAI GHUR by 2100 hrs if possible (to avoid Chee Tah attacks after dark), or by 2230 hrs at latest (to avoid problems caused by monsoon).
2. Evacuate landmine casualties to hospital.
3. Visit Mr Church in hospital and pick up Maggie.

*Achieving the 1<sup>st</sup> aim should be fairly straightforward, as the calculations are not particularly challenging. It is the co-ordination required to achieve the remaining 2 aims which should be the real test and discriminator for most candidates.*

### FACTORS

#### AID AND REFUGEES

51 tons of maize, 1 ton feeds 100 people during wet season, therefore enough grain to feed the 5000 refugees, with 1 ton left over. *The extra ton is a red herring – it does not fit on the trucks, therefore the candidates may try and use the Land Rover and trailer, or indeed the ambulance and / or light aircraft to move it. There is no need to do this and there is no certainty that the maize will fit in the ambulance and light aircraft. The Land Rover and trailer can be used to evacuate casualties, so best not to load it with unnecessary maize. Candidates are also not informed how far the fuel in the Land Rover's tank will get them. They can assume that short trips between points where fuel is available (depot and hospital) are possible, but any more is risky.*

#### TRANSPORT

##### Trucks

10 x diesel trucks with 5 ton capacity, therefore 50 tons can be moved by truck.

Can travel at 40 kph on roads.

Each has a tank of 40 gallons of diesel @ 10 km / gallon, therefore can travel 10 km x 40 gallons = 400 km max. *There is a diesel shortage so there can be no guarantee of refuelling between the AA depot and refugee camp at THAI GHUR.*

Must travel in packets of more than 5 vehicles after dark (2100 hrs), due to Chee Tah threat.

##### Land Rover / Trailer

This has a 1 ton capacity, therefore remaining 1 ton of grain can be moved by it.

Can travel at 50 kph on roads.

There is no mention of its fuel tank capacity nor its km / gallon. This means using it to travel any distance from known supplies of fuel (depot, hospital and refugee camp) is risky. Given that I do not need to use it to transport the surplus grain, I can reject this option now.

I can, however, use it to casevac mine victims. It will take less than 24 minutes to arrive at the blast site (it is less than the 20 km distance to the coffee plantation, therefore 20 km / 50 kph (speed of Land Rover / trailer) x 60 minutes = less than 24 minutes travel time). I do not know how long it will take to load the casualties, but I know it will take less than 24 minutes back to the depot, and a further 15 minutes to the hospital (which Maggie told me is right next to the airport). *Candidates are told that a taxi ride from the airport took 15 minutes.*

### Trains

Trains at PAHN THUR have capacity for all maize and travel at 20 kph. They are electric so no problem with diesel shortages, but 45 minutes must be added to the journey time for loading.

### Ferry

Ferry takes 30 mins to cross LAKE NEH SIH and leaves the NW bank on the hour. 5 x trucks and Land Rover / trailer combo fit on at one time, so 2 crossings, or 2 routes needed.

### TIMINGS

Time now 0830 hrs, instructions to The Steeple at 0915 hrs.

If Mr Monk is telephoned at 0915 hrs, he can be at MHUN KHI airport by 0945 hrs. "The Steeple" can collect from airport in Land Rover / trailer leaving at 0930 hrs, arriving at airport by 0945 hrs and back at depot by 1000 hrs. *The text indicates the journey from the airport is 15 mins, and it takes Mr Monk 30 mins to fly to MHUN KHI airport.*

The trucks will be ready to leave at 1000 hrs.

It gets dark at 2100 hrs and this is when Chee Tahs are active.

Aid must be at THAI GHUR by 2230 hrs to avoid problems caused by monsoon.

### PERSONNEL

9 x 2-man crews, therefore 9 trucks definitely available at 1000 hrs.

"The Steeple" and I can both drive as indicated in the text.

Maggie Darlen: She has gone to hospital, so no longer available when needed. *Candidates may consider collecting her from the hospital as described under AIMS, or even picking her up and returning her to the depot by 1000 hrs in order to use her as a truck crewmember. Given her emotional state, this is ill advised.*

Nurse: I don't know if she can drive, but she could feasibly be a second crewmember in a truck, although probably best to leave her to deal with casualties.

Mr Monk: He can be at MHUN KHI airport by 0930 hrs, "The Steeple", or I, can pick him up in the Land Rover. I know the journey to the airport will take 15 minutes, and that Mr Monk can drive a truck / Land Rover (*candidates are told that he may be test driving his new quarry truck*). *For the ultra cautious, he can always be a second crewmember in a truck.*

I therefore have 2 confirmed drivers free for sure. One can man the 10<sup>th</sup> truck with a non-driving second crewmember, and 1 can drive the Land Rover. I therefore have sufficient trucks available to move the 50 tons of maize needed.

*Once again, candidates may try to move the extra ton in the Land Rover / ambulance / light aircraft, but this is not necessary.*

### CHEE TAHS

The Chee Tahs operate after dark, therefore best to travel as far as possible during daylight when safety is assured. Best to arrive, therefore, by 2100 hrs. However, not known to attack convoys larger than 5 vehicles, so must ensure that any portion of the convoy left on the road after 2100 hrs is comprised of at least 6 vehicles.

### COURSES OPEN

#### SOUTHEAST (RIGHT HAND) ROUTE (ACHIEVING 1<sup>ST</sup> PRIORITY)

480 km by road. *Trucks only have fuel for 400 km and there is a fuel shortage. There is no guarantee that Mr Monk has fuel at the quarry, even if he remains there, so this is a non-starter.*

*If candidates persist with this route, it is further flawed. 480 km by road = 480 km / 40 kph = 12 hrs. 60 km by rail = 60 km / 20 kph = 3 hrs + 45 min loading time. This amounts to a journey of 15 hrs and 45 mins, therefore you will arrive at THAI GHUR at 0145 hrs, which is way too late.*

#### CENTRAL ROUTE (ACHIEVING 1<sup>ST</sup> PRIORITY)

120 km by road = 120 km / 40 kph = 3 hrs. Then 180 km by rail = 180 km / 20 kph = 9 hrs + 45 min loading time. Therefore total time of 12 hrs and 45 mins, so will arrive at THAI GHUR at 2245 hrs.

#### Advantages

Convoy moves arrives at PAHN THUR train station before dark and then travels the remaining distance by rail, so there is no Chee Tah threat.

#### Disadvantages

Arrive 15 mins after likely start of monsoon, which could hamper last stage of journey.

#### SOUTHWEST (LEFT HAND) ROUTE (ACHIEVING 1<sup>ST</sup> PRIORITY)

160 km by road. 160 km / 40 kph = 4 hrs. Arrive at ferry by 1400 hrs. First 5 cross and arrive at far bank at 1430 hrs. Second 5 cross at 1500 hrs and arrive at 1530 hrs

Remaining road journey is then 240 km. 240 km / 40 kph = 6 hrs.

If convoy remains split, first half will arrive at 2030 hrs (4 hrs + 30 mins + 6 hrs = 10 hrs 30 mins), which is before the threat of Chee Tah attack, so the 5 vehicles are safe.

*If candidates have opted to take the Land Rover / trailer, the second half must travel with it in order to protect it against Chee Tah attack, as it will arrive at 2130 hrs (there need to be more than 5 vehicles in a convoy). They should then be challenged as to the issue of whether there is sufficient fuel, as described previously under FACTORS / TRANSPORT / Land Rover / Trailer.*

If convoy regroups at far bank, all will arrive at 2130 hrs, but will be safe from Chee Tah threat due to size (more than 5 vehicles). The Land Rover and trailer are not needed.

An alternative is to send 4 vehicles from the 1<sup>st</sup> portion off upon arrival at the far bank, and leave one behind to form the 6<sup>th</sup> vehicle of the 2<sup>nd</sup> portion. This will guarantee 4 vehicles arrive at THAI GHUR by 2030 hrs, and that the second portion will arrive safely by 2130 hrs. The Land Rover and trailer are not needed.

### Advantages

All trucks arrive by 2130 hrs, which minimises risk from Chee Tah rebels. *It is better for trucks to regroup as threat of attack is removed if more than 5 trucks in convoy, and it negates the need to take the Land Rover / trailer. Alternatively the "send 4 vehicles off and leave 1 to join the 2<sup>nd</sup> portion" as described above can be adopted.*

### Disadvantages

Convoy is split for a time. If this is just during the ferry crossing, then there is no threat as Chee Tahs only operate after dark. *If candidate opts to keep convoy split by releasing first 5 trucks upon arrival at far bank (1430 hrs), they should then be challenged regarding threat of Chee Tah attack after 2100 hrs on the 2<sup>nd</sup> half of the convoy should it not be accompanied by the Land Rover / trailer.*

### ACHIEVING 2<sup>ND</sup> PRIORITY (EVACUATION OF LANDMINE VICTIMS)

The best way to achieve this is for one of the drivers to take the Land Rover and trailer, (possibly meeting up with the ambulance), in order to casevac to hospital. I can assume that 15 casualties will fit in a Land Rover, trailer and ambulance. *Candidates can assume there is enough fuel as it is stated there is plenty at the depot and hospital. Candidates may try to load the casualties in the light aircraft and / or may have used the Land Rover / Trailer to move the surplus maize. There is no mention of a suitable landing strip in the location of the landmine, nor of the capacity of the aircraft, so using it is risky.*

*Alternatively candidates may try to use one of the trucks. It can leave the depot at 1000 hrs, and arrive at the site of the blast within 30 minutes, but there is no mention of how long it will take to load / unload casualties. Even if it made it to the hospital by 1100 hrs, it would have to unload the casualties, refuel, and depart by 1100 hrs in order to make the 1500 hrs ferry crossing (4 hr journey). This is therefore too risky, and is based on too many assumptions, so should be challenged.*

## SELECTION OF BEST COURSE

### OPTIMUM COURSE

Clearly the best course in achieving priority 1 is the SouthWest (Left Hand) Course, as it achieves this with minimal exposure to Chee Tah attack, and before the forecast of monsoons.

In achieving priority 2, the Land Rover / trailer can be driven by one of the spare drivers, perhaps to RV with the ambulance in order to casevac the victims. This could be at the hospital by 1103 hrs. I said I would try to collect Maggie within 3 hours, and I will have arrived within around 2 ½ hours, thereby achieving priority 3 also.

### RISKY OPTIONS

*The Central route is risky as described above. Candidates could also try and split the convoy along the Southwest and Central Routes, but this is even more risky due to the split convoy.*

*The Southeast (Right Hand) route is not feasible as described above.*

### POSSIBLE PLAN

- Ring Mr Monk at 0915 hrs and get him to fly to MHUN KHI airport, arriving by 0945 hrs.
- Issue instructions to “The Steeple” immediately after.
- Get “The Steeple” to ensure crews will be ready to depart by 1000 hrs, and have him collect Mr Monk from airport in Land Rover / trailer, departing at 0930 hrs (there and back by 1000 hrs – 30 min journey in total).
- “The Steeple” and Mr Monk form 10<sup>th</sup> truck crew.
- 10 x trucks depart for ferry at 1000 hrs.
- Trucks arrive at ferry at 1400 hrs. First 5 cross and wait for 2nd five to arrive an hour later.
- Having regrouped, trucks depart far bank at 1530 hrs and arrive at THAI GHUR at 2130 hrs. *Their safety is guaranteed as the Chee Tahs do not attack convoys with more than 5 vehicles, despite it being 30 mins after dark.*
- Meanwhile, it will take me less than 24 minutes to arrive at the blast site (*it is less than the 20 km distance to the coffee plantation, therefore 20 km /50 kph (speed of Land Rover / trailer) x 60 minutes = less than 24 minutes travel time*). Departing at the same time as “The Steeple” (0930 hrs), I will arrive at the blast site by 0948 hrs. Although I do not know how long it will take to load the victims, I can assume I will have completed this by 1030 hrs. It is 24 minutes back to the depot, and 15 minutes to the hospital (next to the airport), so I will be there before 1103 hrs. Once the victims are off loaded, I can visit Mr Church, update him, and collect the now reassured Maggie.