



Combined Joint African Exercise (CJAX) 2013 Main Planning Conference 15-17 April 2013

Held at Sandy's Creations
Lusaka
Zambia

Chairman: Colonel L Chabinga
Chief Instructor: Zambian DSCSC
Secretary: Lt Col A Muddiman RM (UK) BPST(SA)
UK embedded officer in SANWC
Attendance: See Attached
Dated: 16/17 April 2013

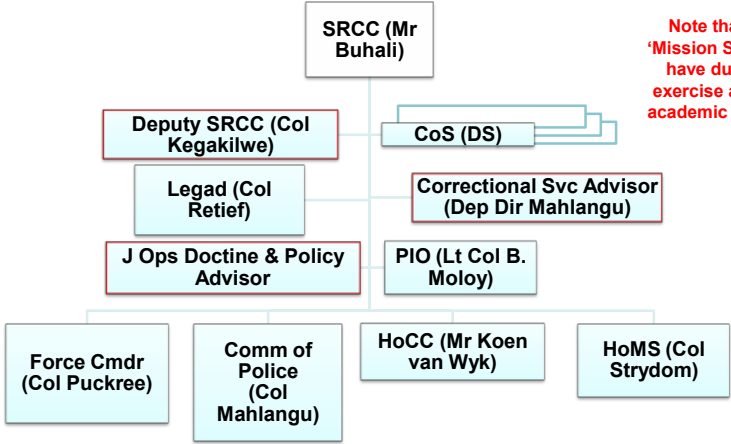
CJAX 2013 Main Planning Conference (MPC) 15-17 April 2013 - BLUF

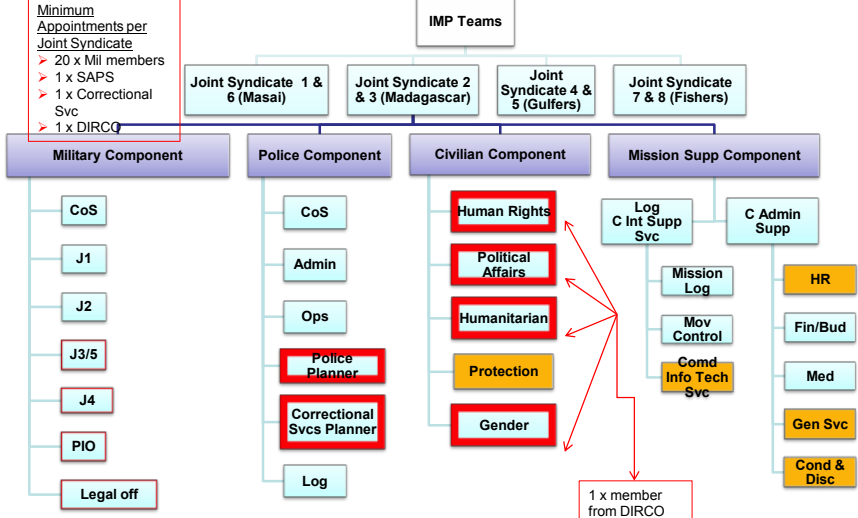
- Participation in CJAX 2013
 - CJAX 2013 will be a 3 centre exercise (Zambia, South Africa and Botswana), running from 24 – 31 Aug 2013.
 - The Malawian Armed Forces will participate in the exercise by sending delegates to two each exercise centre.
 - The Namibian Defence Force (NDF) will participate as observers by sending individuals to each exercise centre.
 - The Zimbabwean Defence Force (ZDF) may participate in the exercise by sending observers to each of the exercise centres.
- CJAX Coordinating Authority
 - Zambian DSCSC continues in the role as the CJAX Coordinating Authority for CJAX 2013, after last year's of success as the CJAX Coordinating Authority. DSCSC will likely ahndover to Botswanan DCSC at AcoC 2013.
- A common understanding on the following subjects was achieved by the Working Group (WG)
 - Exercise Format
 - Roles and Responsibilities
 - Administrative and financial responsibilities
 - Planning and execution timeline
- A plan for the CJAX 2013 Final Planning Conference (FPC) was discussed. It will likely take place at the RPTC and run between 24 – 27 Jun 2013. This is subject to separate confirmation by 27 Apr.

Ser	Topic / Issue / Discussion	Action Required
0.1	<p><u>Opening Remarks</u></p> <p>Brig Gen Henry Nyundu, Commandant Zambian DSCSC opened the CJAX 2013 Main Planning Conference (MPC). He praised the work of the previous Working Groups (WGs), and the success of the SADC CJAX 2012. The chair was then handed over to the CJAX WG Chairman Col Chabinga who apologized to the audience on behalf of the Zimbabweans and South Africans who could not make it to the 4th CJAX MPC.</p> <p>Col West, Comd BPST(SA), called for increased sharing of CJAX responsibilities and improved jointery between SADC nations. He wished the WG good luck in its deliberations and hoped that this opportunity to resolve issues from the last CJAX would be used to improve the overall product.</p>	
0.2	<p>Once introductions were completed, SO1 SANWC explained the sequencing of the MPC in six work sessions. The desired output for the MPC is a fully resourced draft plan for the execution of CJAX 2013 in each participating College.</p> <ul style="list-style-type: none"> • This plan will be in the form of a presentation for returning delegates to deliver to their College Commandants. • Once Commandants have confirmed they are content with the plan, the attached minutes (plus any amendments made by Commandants) will form the basis of the universally agreed <u>CJAX Overarching Instruction (COI)</u>, which will articulate exactly who is doing what/when/where/financed by whom. 	<p>Action: feedback from Comdts required by 3 May 13</p>
1.0	<p><u>Session 1 – CJAX 2012 Review and agree the Format for CJAX 2013</u></p> <p>Secretary confirmed:</p> <ul style="list-style-type: none"> • The aim of CJAX is to train at the operational level in Joint, Multinational and Interagency environment in order to promote synergy between SADC Command and Staff Colleges, and develop a better understanding of the challenges involved in planning and coordinating a complex, multinational PSO. • CJAX 2012 attempted to replicate a full AU Msn structure based on a new scenario which included a separate civilian, police and military components. The overall feeling amongst the MPC participants was that the new package worked well, although some subtle changes would be required for 2013. • It was agreed that learners on Ex URUHU 12 created truly integrated mission plans. External observers, especially AU representatives that attended CJAX 2012, were encouraged by the levels of integration. • All CJAX 2012 facilitators were congratulated and informed that the exercise's success had been acknowledged by the SADC and AU chain of command. • The Namibian contingent was welcomed and the audience was informed that they would be included into planning side of CJAX 2013. Namibia's 	

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	<p>aspiration is for full participation in 2014.</p> <ul style="list-style-type: none"> • The secretary also mentioned there is an aspiration to include the Zimbabweans in CJAX 2013. • There was agreement across the WG that the scenario needs to be tightened up this year. • The WG agreed that the aim of this year's CJAX MPC was to give feedback to commandants to confirm they are satisfied with the direction CJAX 2013 was being taken. • The WG Secretary stated on receiving confirmation back from the various region colleges involved in CJAX 2013 he would then write the CJAX 2013 programme in which various responsibilities would be delegated and financial issues discussed. • The end state would be to get College Commandants' approval and an agreement on the format of CJAX 2013. • CJAX PXR: BPST(SA) had produced the SADC 2012 PXR while the Zambians had also produced their own college PXR. Points from the latter were incorporated into the SADC product. 	
1.2	<p>Academic Content and Relevance. The WG Secretary asked if the material, documents, and operational process used in CJAX 2012 were relevant to the learners?</p> <ul style="list-style-type: none"> • Col Chabinga (CJAX 2012 Coordinator) believed that the content and processes used in Zambia on CJAX 2012 was relevant. • Lt Col Kereteletswe (Batswana CJAX Coordinator) agreed and that the IMPP process was also relevant from an AU perspective. Lt Col Kereteletswe did however mention that at times DS knowledge of the product and process was lacking. • The WG Secretary stated that the South Africans were content with both the product and the processes utilised. • WG Secretary reminded attendees that the Carana scenario had changed with a slightly different scenario to that used in CJAX 11. 	<p>Action: Batswana will try to get more SADC PLANELM involvement in CJAX 2013 (Batswana Staff College - DCSC).</p> <p>Action: WG Secretary will attempt to get the most up to date AU Doctrine for promulgation at the FPC in Harare (BPST).</p>
1.5	<p>Opportunities:</p> <p>The WG Secretary stated that SANWC were able to use a very experienced POLAD and suggested other regional colleges try employ something similar for CJAX 2013. While civilians caused a degree of frustration amongst the SANDF members, the role played by these civilians worked well and replicated the realities of working in a multinational and multi dimensional HQ. SANWC also invited members of their foreign service (DIRCO) to CJAX 2012 and this had enriched the exercise (3 x middle level DIRCO servants joined three of the four syndicates in SANWC CJAX 2013). These additions highlighted the issue that civilians didn't understand military language and were perplexed by the idea of planning assumptions. While students found the inclusion of various civilians frustrating, from an educational and realism point of view this idea worked well.</p> <ul style="list-style-type: none"> • The Zambian CJAX Coordinator stated they would try to use UNOAU again in CJAX 2013. • Lt Col Kereteletswe (Batswana CJAX Coordinator) asked for assistance to find a POLAD equivalent for the Batswana Staff Colleges CJAX 2013. <p>The WG Secretary believed that the police component of CJAX 2012</p>	<p>Action: introduce a senior police officer to CJAX and to the pre-briefs where necessary (BPST).</p> <p>Action: introduce POLAD input wherever possible, perhaps through UNOAU (Regional Colleges).</p>

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	<p>appeared to be coming together and encouraged all participating colleges to introduce a Police Commissioner to CJAX and if available advocated they should attend CJAX pre-briefs.</p> <p>Learners on CJAX 2013 needed to be exposed to the frustrations of dealing with police and civilian chain of command.</p>	
1.6	<p>Threats:</p> <ul style="list-style-type: none"> • WG Secretary stated his concern at the lack of attention regarding the hosting and ensuring invites are sent out punctually. Colleges were encouraged to have a dedicated staff member to cover this function. • Due to the new scenario little, to no, evidence was found guilty of plagiarism but regional colleges were encouraged to keep a tight control of the CJAX product to prevent plagiarism. The scenario must be protected once obtained, so Colleges must agree a mutually-supporting plan for maintaining 'OPSEC'. The WG Secretary requested colleges ensure that the new scenario should not be hand out in soft copy and that hard copies are collected at end of the exercise. 	<p>Action: Commandants are requested to make all learners aware of the penalties for cheating (Regional Colleges)</p> <p>Recommendation: The scenario must be protected once obtained and should not be hand out in soft copy and that hard copies are handed in at end of the exercise. (All colleges)</p>
1.8	<p>Civilian participation. The WG Secretary mentioned that civilian participation had improved in all colleges but the degree to which this happened varied. The Botswana's were asked to try and get better participation from SADC civilians.</p>	
1.9	<p>Administrative arrangements.</p> <ul style="list-style-type: none"> • The WG Secretary stated it was a national responsibility to organise and fund all activity within their borders less what BPST(SA) specified they would pay for. • VVIP hosting is paid for by BPST(SA), but hosted by host nation. Regional Colleges were encouraged to use the contact list to speak to others regarding any issues on this matter. • Accommodation. All agreed there was no obvious problems with accommodations during CJAX 2012 although the South African Navy Mess in Pretoria must be visited to ensure its continued suitability. • Cultural Day. This was run well across CJAX 2012. • Social Activity. Lt Col Kereteletswe (Batswana CJAX Coordinator) proposed moving this event to the last Fri night of CJAX 2013. All agreed that they would look at this in their own context. 	<p>Action: Spelling of names requiring air tickets (Regional Colleges).</p> <p>Action: Colleges are reminded that the Namibian observers will require accommodation.</p>
	<p>Methodology and Scenario.</p> <p>Learners role play in components as briefed in CCR, which facilitates the programme. When individuals are given a specific role instruction they must fulfil it.</p> <p>Last year the learners had mentors in several areas which were mostly well utilised. For example in SANWC a mission support expert taught the learners about specific issues regarding log support on multinational operations.</p> <p>The WG Secretary stated colleges must ensure that their mentors send clear and correct messages that are current according to the latest scenario and IMPP processes.</p> <p>Col Chipala (CJAX 2012 Coordinator) mentioned that learners didn't have enough time to read up on the scenario to do problem 1 properly. Efforts must be made to try get this product to the learners before the start of the</p>	<p>Action: Colleges are to ensure that their learners are given specific roles before the exercise starts allowing these students to read more thoroughly into their role and the scenario (Regional Colleges).</p> <p>Action: Colleges are to inform other colleges in advance which roles their students will fulfil when they join other</p>

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	<p>exercise.</p> <p>Lt Col Kereteletswe (Batswana CJAX Coordinator) indicated that Botswana was content with the exercise problems, but indicated that the exercise DS needed to be honest and use the mentors as opposed to trying to incorrectly answer questions.</p>	<p>colleges (Regional Colleges)</p> <p>Action: Ensure Mentors are read into the scenario (Regional Colleges).</p> <p>Recommendation: Deliver Problem 1 on Fri (Regional Colleges).</p>
	<h2 style="text-align: center;">Ex UHURU Example Senior Mission Staff (Mentors)</h2>  <p style="text-align: center;">17 April 2013 Example from SANWC in 2012</p> <p>WG Secretary spoke about the SANWC efforts to get individual experts to fill certain posts. The SANWC use of an experienced LEGAD, a senior policeman, and Correctional Services worked well. These individuals worked across all IMPTS. The SANWC also had an individual whose sole responsibility was to coordinate the civilians and ensured that their locations were always known. The WG Secretary reminded colleges they needed to make sure these individuals don't lose interest, appoint the correct people who added value and to ensure these individuals don't just work vertically but horizontally too between each other. The WG Secretary indicated that the reality is regional colleges are not expected to get all the roles filled but careful selection of post will compensate for this.</p>	<p>Action: External role players need to get CJAX 2013 package earlier in order to be read into the scenario (All Colleges).</p> <p>Recommendation: All colleges to give timely and careful consideration to Senior Mission Staff appointments</p>

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	<p style="text-align: center;">Ex UHURU Example ORBAT: leaner roles</p>  <p>Minimum Appointments per Joint Syndicate > 20 x Mil members > 1 x SAPS > 1 x Correctional Svc > 1 x DIRCO</p> <p>17 April 2013 Example from SANWC in 2012</p> <p>Lt Col Kereteletswe (Batswana CJAX Coordinator) suggested component COS should be played by a student who was ideally a strong learner. Lt Col Kereteletswe (Batswana CJAX Coordinator) further stated consideration should also be given to a strong learner to take over the role of IMPP coordinator. The WG Secretary however advocated that regional colleges should decide on this appointment at College level.</p>	<p>Recommendation: a Syndicate Coordinator is appointed by the DS in each IMPT.</p>
1.10	<p>Academic problems – general points</p> <p>The WG Secretary made the following observations regarding CJAX 2012 DS performance:</p> <ul style="list-style-type: none"> • DS who have not read into the scenario or understand the aims and objectives of the exercise totally undermine the entire academic process. • Must be confident and understand the process. • Timings are key. • Colleges should not assume staff and learners understand the IMPP process, unless it has been covered in detail in advance (eg Ex THEBE in SANWC). • Importance of Train the Trainer / DS clinics. • Recommendation: investment in DS must be a priority • Learners <ul style="list-style-type: none"> • Basic staff skills (i.e. synch matrix and timelines) are falsely assumed. Colleges must remain alive to the need for constant revision. 	
1.11	<p>Academic problems – detailed issues</p> <p>Problem 1 – Learners stood up and give their in-country briefs within their syndicates during CJAX 2012.</p> <ul style="list-style-type: none"> • The in-country brief will be done differently during CJAX 2013 where each component will give their country brief relevant to their specific component. The backbrief will remain informal and be given to the DS, this should not be a ‘power point exercise.’ Initial back briefing will be done within cells: this will ensure that learners have a good understanding of the situation in Carana focusing on their specific cell 	<p>Action: Malawian contingent need to give the names of their learners and their specific roles within the exercise to the regional colleges they have been earmark to attend.</p> <p>Recommendation: Ideally, individuals</p>

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	<p>component, but that this is then shared across other components.</p> <ul style="list-style-type: none"> The Country Brief (pending changes to the exercise TBC) <ul style="list-style-type: none"> Learners must read ahead. The key to successful conclusion of the exercise is a good effort during Problem 1. <p>Problem 2a - The IMPP. This worked reasonably well from general feedback received. This allowed the students to better utilise the Carana scenario as a vehicle to further explain IMPP, setting learners up for success in problem 2b. Both the Botswana and Zambia indicated they were happy with this.</p> <p>Problem 2b – The WG Secretary stated this problem will provide learners with a good idea of the complexity of tasks that lie ahead for the Military Component, the AU Police Component, the UN agencies and other NGO actors on the integrated mission in Carana.</p> <ul style="list-style-type: none"> The WG Secretary accepted an observation from some of the DS that unclear mission objectives resulted in some misinterpretations by learners. The WG Secretary stated efforts would be made to rectify this issue. <p>Problem 3 – Media Play. The TV media interview – this is designed to test the practical application of the info ops concept. WG Secretary suggested all Colleges look to emulate the Zambian model where media was available throughout.</p> <p>Problem 4 – The integrated mission CONOPS brief presentation is an important process that learners need to have a good understanding of.</p> <ul style="list-style-type: none"> The WG secretary suggested direction is received from the Head of Mission stating what needs to be emphasised. This allows him to better 'own' the plan and encourages lateral briefing among Senior Mission Staff. Col Chipala (CJAX 2012 Coordinator) stated he believe this idea worked well last year and allowed students more time to prepare and plan. Lt Col Chiluba did however observe that some learners could have done with an example of a populated matrix to act as a steer as to what the students should be trying to achieve. 	<p>should be told what roles they are playing. Once the CCR is finished need to allocate roles and resources before starting CJAX 2013.</p> <p>Action: make sure mission objectives are clear. This problem needs to be refined so output is absolutely clear from the brief (BPST).</p> <p>Recommendation: Consider having some form of media available throughout exercise. Examine the 'art of possible' with Comdts in order to replicate Lusaka 2012 if possible, to include reality-check on resources.</p>																		
	<table border="1" data-bbox="225 1335 1139 2007"> <tr> <td>Day -1 Fri 31 Aug</td> <td>1330: Mentor and NGO Liaison Brief</td> </tr> <tr> <td>Day 1 Sat 1 Sep</td> <td>Travel for visiting delegates and welcome at host colleges Mentors and NGO liaison requested to briefly read paperwork!</td> </tr> <tr> <td>Day 2 Sun 2 Sep</td> <td>Cultural visits for visiting Delegates</td> </tr> <tr> <td>Day 3 Mon 3 Sep</td> <td>AM - Official Welcome; all photos and syndicate intros and Consideration of problem 1 – Initial Backbrief by Cell PM = major Mentor / NGO liaison input</td> </tr> <tr> <td>Day 4 Tues 4 Sep</td> <td>AM – Presentation and debrief of Problem 1 – Initial Backbrief by Cell 0800-0925 = major Mentor / NGO liaison input Mid morning –Problem 2a IMPP SRD (Mentors and NGO liaison not required 1030-1240 PM – Problem 2b IMPP Matrix Mentors required Evening – informal social event deleted and moved to Fri</td> </tr> <tr> <td>Day 5 Wed 5 Sep</td> <td>AM – Prepare Problem 2b – The IMPP Matrix) Mentor / NGO liaison input PM – Discuss Problem 2b Mentors required</td> </tr> <tr> <td>Day 6 Thu 6 Sep</td> <td>AM –Issue of Problem 4 Integrated Mission CONOPS Brief and Conduct of of Problem 3 – The televised media interview) Mentor / NGO liaison input PM – Preparation of Problem 4– The Integrated Mission CONOPs Brief)Major Mentor input at backbrief</td> </tr> <tr> <td>Day 7 Fri 7 Sep</td> <td>AM - Presentation and discussion of Problem 4 – The Integrated Mission CONOPs Brief Mid morning – Hot washup and Closing Address. PM - CJAX Final Function o/c – Free afternoon for visiting delegates to explore host environments</td> </tr> <tr> <td>Day 8 Sat 8 Sep</td> <td>Travel</td> </tr> </table>	Day -1 Fri 31 Aug	1330: Mentor and NGO Liaison Brief	Day 1 Sat 1 Sep	Travel for visiting delegates and welcome at host colleges Mentors and NGO liaison requested to briefly read paperwork!	Day 2 Sun 2 Sep	Cultural visits for visiting Delegates	Day 3 Mon 3 Sep	AM - Official Welcome; all photos and syndicate intros and Consideration of problem 1 – Initial Backbrief by Cell PM = major Mentor / NGO liaison input	Day 4 Tues 4 Sep	AM – Presentation and debrief of Problem 1 – Initial Backbrief by Cell 0800-0925 = major Mentor / NGO liaison input Mid morning –Problem 2a IMPP SRD (Mentors and NGO liaison not required 1030-1240 PM – Problem 2b IMPP Matrix Mentors required Evening – informal social event deleted and moved to Fri	Day 5 Wed 5 Sep	AM – Prepare Problem 2b – The IMPP Matrix) Mentor / NGO liaison input PM – Discuss Problem 2b Mentors required	Day 6 Thu 6 Sep	AM –Issue of Problem 4 Integrated Mission CONOPS Brief and Conduct of of Problem 3 – The televised media interview) Mentor / NGO liaison input PM – Preparation of Problem 4– The Integrated Mission CONOPs Brief)Major Mentor input at backbrief	Day 7 Fri 7 Sep	AM - Presentation and discussion of Problem 4 – The Integrated Mission CONOPs Brief Mid morning – Hot washup and Closing Address. PM - CJAX Final Function o/c – Free afternoon for visiting delegates to explore host environments	Day 8 Sat 8 Sep	Travel	<p>Recommendation: Give civilians a programme of exactly when they are required.</p> <p>Recommendation: Try to encourage UHURU civilian component invitees to participate in the civilian component roadshow (CCR).</p> <p>Recommendation: Need POLAD input before mission media 'lines to take' can be created.</p>
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	<p>The WG Secretary suggested creating an integrated mission media plan. Last year the learners were not really exercised on this issue; to date no info operations concept has been given.</p> <ul style="list-style-type: none"> Some members of the workgroup believed this should be include in problem 4 although the media piece takes place before the info ops plan has been written. May need to decide on 'Lines To Take' before info ops plan has been created. Learners being interviewed need to speak to chief political staff officer on this matter before media interviews. 	
1.12	<p>Resources: See attached annex A (Proposed Resources Scaling for CJAX 2013) which needs to be completed by the various Regional Colleges and sent back to BPST(SA) to prepare these resources before the FPC.</p>	<p>Action: Colleges need to send resources required well before FPC. (All Regional Colleges)</p>
1.13	<p>Visitor Plan</p> <ul style="list-style-type: none"> VVIP (i.e. External to National resources) to support ACOC AU endorsement. VIP plan (i.e. National) Action to be done by individual college. BPST will not be inviting these people as it is National to National. DAs: Action invite DAs of all country with learners involved. UK prepared to finance (flight and accommodation) 2 x visitors to each college, from another SADC nation. This invite is extended to Namibian cahin of command. 	<p>Action: Zambia to invite incoming ACOC chair (Libya).</p> <p>Action: SANWC to invite Mr S Bam, AU PSOD ASAP.</p> <p>Action: DCSC to invite SADC Planelm attendance</p> <p>Action: All colleges to recommend suitable SADC VIP visitors to BPST(SA)</p>
	<p>Observer plan</p> <p>DS from Zimbabwe/Namibia will act as observers during CJAX 2013. Namibian DS are based in Lusaka.</p>	<p>Action: Namibian DS will give BPST(SA) direction as to who will come this year and to which colleges their observers will go.</p>
1.14	<p>CJAX 2013 Feedback</p> <p>Action: each College requested to provide feedback by 9 Sept 2013.</p> <ul style="list-style-type: none"> FORMAT not specified DRAFT PXR distributed O/C 4 October – CJAX 2013 PXR Published 	<p>Action: All individual feedback collected by BPST Facilitator</p> <p>Action: Each college feedback by 9 Sep 13</p> <p>Action: PXR 4 Oct published by SO1 SANWC comd get to see this.</p>

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1.15	<p>CJAX 2012 Key Dates</p> <ul style="list-style-type: none"> • FPC / T3. 24 – 27 Jun 2013, location SADC RPTC, HARARE (TBC). • Ex UHURU. 24 Aug – 31 Aug 2013 	
2.0	<p>Session 2 – Required output of MPC Session 2</p> <p>Clarify roles/responsibilities of participants in CJAX 2013;</p> <p>Output common understanding of who is doing what when and where in support of the exercise aims:</p> <ul style="list-style-type: none"> • Host Colleges • Travelling delegates • BPST(SA) Facilitators • Observers (NAM / ZIM) don't play 'learner roles' within the exercise • Other actors eg SADC PLANELM/ICRC/OCHA/UNHCR 	
2.1	<p>Host College Responsibilities</p> <p>Exercise Director – from each host college: Comdt</p> <ul style="list-style-type: none"> • Supported by the Host College DS and the visiting DS from the 2 other colleges • Visiting DS will be responsible for syndicates • Host Colleges are responsible for: <ul style="list-style-type: none"> ○ All administrative activity associated with CJAX within their nation ○ Inc transport to / from airports for own / visiting delegations, food and accommodation <p>The WG discussed the Host College responsibilities for CJAX 2013, recommending that there be very little change to that in 2012;</p> <ul style="list-style-type: none"> • Each host college would appoint an Exercise Director. He would be supported by the Host College DS and the visiting DS from the 2 other colleges. Visiting DS (RSA, Zam, Bots) would be responsible for syndicates. DS from Namibia would act as observers. • Host Colleges would be responsible for: <ul style="list-style-type: none"> • All administrative activity associated with CJAX within their nation, including transport to / from airports for own / visiting delegations, food and accommodation • All cultural and social serials including the additional social event • Organising Civilian Police participation– 1 per syndicate • Organise Civilian PSO practitioner participation – 1 per syndicate • Organise local NGO participation • Organise the necessary resources for Media Problem. That is Camera Team and Media instruction. 	
2.2	<p>BPST (SA) Responsibilities in 2013</p> <p>The WG discussed BPST(SA)'s responsibilities for CJAX 2013, recommending that there be very little change to that in 2012:</p> <ul style="list-style-type: none"> • Financial sponsorship would be as agreed bilaterally between nations. • BPST would organise and sponsor the combined FPC and T3. provide 3 x UK facilitators as requested to RSA, Botswana and Zambia. Noting that they would NOT run the exercise. 	<p>Action: BPST(SA) to update maps and scenario before FPC (SO2 PSO Trg).</p>

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	<ul style="list-style-type: none"> • BPST exercise facilitator would: <ul style="list-style-type: none"> • Provide advice to DS and mentor on the execution of Ex UHURU. • Deliver the central presentations introducing Ex UHURU and each Problem. • Ensure a commonality of approach across each college. • Coordinate the exercise debriefs and capture Lessons Identified (LIs) across each College. • Pay costs of visiting UN agencies / NGOs as agreed to participate in the exercise. Colleges can decide on the roles these individuals fulfil. • Provide the main parts of the exercise paperwork (given during the RPTC FPC). Will be last year this will be written. Dates will become generic with xxxx = a date, which will be given via an email stating the exact date that incidents/treaties/directives occurred. <ul style="list-style-type: none"> • Ex Instruction • Scenario • Whites • Pinks. • Learner resources and maps need updating. • The BPST(SA) must not run this exercise. 	
2.4	<p>Size of each CJAX delegation</p> <ul style="list-style-type: none"> • Will get more direction from Zimbabweans post the FPC. • Agreed on the 4 Learners + 1 DS works well across the board. • Zambians College numbers have increased to 66. • Batswanas will have 36 learners this years. • SA condising reducing number of IMPTs in 2013 from 4 to 3 to ensure more roles filled. • SA: 4 x IMPT • Zambia: 4 x IMPT • Botswana: TBC 	<p>Action: Diagram needs to show Namibian contingent (SO1 SANWC).</p> <p>Action: Botswana to confirm number of IMPTs.</p>
3.0	<p><u>Session 3 – CJAX Admin and Financial Arrangements</u></p> <p>Clarify CJAX admin/fin arrangements for each college</p> <p>Output – Common understanding of all admin and financial arrangements associated with CJAX 2013</p> <ul style="list-style-type: none"> • Must include travel plan • Must outline cost split • SA and Botswana will fund transport cost to FPC. Need to clarity who is paying for feeding and accommodation. Looking at accommodation 	

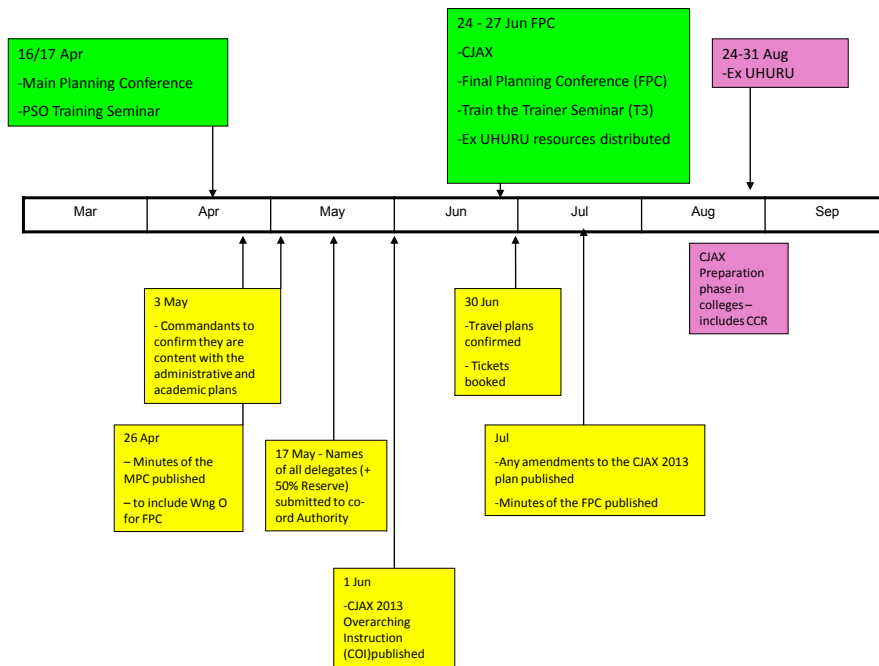
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	<p>in the RPTC.</p> <p>Botswana will wholly fund their Ex URUHU. Botswana will revert to BPST(SA) regarding funding for course dinner.</p> <p>Namibia will self fund as they are observers when they become participants, BPST(SA) will fund.</p> <p>Lusaka based Namibians will ride with their Zambian Colleagues to the FPC. BPST(SA) will meet accommodation costs.</p> <p>During Ex URHURU flights to Gaborone and Pretoria should be covered by Namibians.</p> <p>Accommodations costs for Namibians in Botswana will be covered by Batswanas.</p> <p>Accommodation costs for Namibians in Pretoria needs to be accounted for and costed.</p> <p>Botswana asked if BPST(SA) will fund transport inside Zimbabwe during the FPC. SO1 SANWC indicated BPST(SA) will cover costs of internal FPC transport.</p> <p>The WG discussed administrative and financial arrangements associated with CJAX 2013. The recommended travel plan and cost split is outlined in Slide 33 of the attached ppt.</p> <ul style="list-style-type: none"> • All colleges fund their own activity on FPC and UHURU in 2013, except when agreed bilaterally with BPST. • Malawi is a non hosting exercise participant and its funding on Ex UHURU is subject to a bilateral arrangement with BPST. • Observers will self fund all participation in CJAX 2013 as in 2012. 																																					
3.1	<h3 style="text-align: center;">Rough costs / Travel</h3> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th></th> <th>RSA</th> <th>Bots</th> <th>Zam</th> <th>Nam from Lusaka</th> <th>Malawi</th> </tr> </thead> <tbody> <tr> <th>RSA</th> <td style="background-color: black;"></td> <td>Air R2100 pp</td> <td>Air R3200pp</td> <td>Air R3200pp</td> <td>Air 4800pp</td> </tr> <tr> <th>Bots</th> <td>Air R2100 pp</td> <td style="background-color: black;"></td> <td>Air R2800 <i>Direct on Fri and Sun only</i></td> <td style="background-color: black;"></td> <td>Air R8470pp</td> </tr> <tr> <th>Zam</th> <td>Air R3200pp</td> <td>Air R2800 <i>Direct on Fri and Sun only</i></td> <td style="background-color: black;"></td> <td>Drive</td> <td>Drive</td> </tr> <tr> <th>Nam from Lusaka</th> <td>Air R3200pp</td> <td>Air R2800 <i>Direct on Fri and Sun only</i></td> <td style="background-color: black;"></td> <td style="background-color: black;"></td> <td style="background-color: black;"></td> </tr> <tr> <th>Malawi</th> <td>Air R4800</td> <td>Must go via ORT. TBC</td> <td><i>Drive only</i></td> <td style="background-color: black;"></td> <td style="background-color: black;"></td> </tr> </tbody> </table> <p>This does not include VIP etc.</p>		RSA	Bots	Zam	Nam from Lusaka	Malawi	RSA		Air R2100 pp	Air R3200pp	Air R3200pp	Air 4800pp	Bots	Air R2100 pp		Air R2800 <i>Direct on Fri and Sun only</i>		Air R8470pp	Zam	Air R3200pp	Air R2800 <i>Direct on Fri and Sun only</i>		Drive	Drive	Nam from Lusaka	Air R3200pp	Air R2800 <i>Direct on Fri and Sun only</i>				Malawi	Air R4800	Must go via ORT. TBC	<i>Drive only</i>			
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Session 4 – Planning Process and Timeline

Review CJAX 2013 Planning Process and Timeline

Output – A detailed timeline of agreed events

- Timelines for flight bids, participant confirmation, facilitator requirements.
- Distribution of Exercise material. Agree requirement.
- CJAX FPC – Agree location, dates, agenda and objectives
- Train the Trainer Seminar. Agree objectives, to include suggestion on content; IMPP / UN / AU / Civ component?



3 May 13 – Approval of MPC minutes from College Commandants

17 May 13 - Names of UHURU Delegates who will be travelling to different colleges (include a reserve if possible). Include names of the FPC delegates on the same return.

1 Jun 13 – CJAX Overarching Instruction (COI) produced by SO1 SANWC including all issue regarding funding and names of delegates

30 June 13 - All travel plans confirm (tickets booked)

FPC

- **24 – 27 Jun 13** - FPC RPTC (24/27 Jun are travelling days). Malawians indicated this was a workable timeline. 25 Jun 13 is FPC day. 26 Jun 13 is Train The Trainer day. Travel back 27 Jun 13.
- Where? RPTC HARARE (TBC)
- Objectives?
 - Final Coord Conf
 - Who? All Ex Coordinators and DS where possible.
 - What? Final admin arrangements/ RV timings etc
 - The Zambian contingent asked for an update on SADC Stand by Force and other issues be mentioned at the FPC.
 - Train the Trainer?

	<ul style="list-style-type: none"> • Who? All Syndicate DS • What? Revisions to Ex CARANA briefed / paperwork issued. <ul style="list-style-type: none"> • Transport plan <ul style="list-style-type: none"> – Malawi, RSA, Zam and Nam: road moves – BW: by air <p>Civilian Component Roadshow (CCR):</p> <ul style="list-style-type: none"> • Mon 19 Aug 13 Pretoria, • Tue 20 Aug 13 Gaborone • Thu 22 Aug 13 Lusaka (changed from 21 Aug 13) 	
	<p>Exercise resources:</p> <ul style="list-style-type: none"> • What? See Table (attachment) <ul style="list-style-type: none"> – Hard copy <ul style="list-style-type: none"> • Ex scenario and Read Ahead Pack • Supplementary Instructions • Maps • DS Pack – Electronic Copy <ul style="list-style-type: none"> • To all but on limited distribution – not to learners • How Many? Let BPST know ASAP • When delivered? <ul style="list-style-type: none"> – At the FPC 	<p>Action: All colleges to ensure attached table is filled out and send back to BPST as soon as possible.</p>
5.0	<p>Session 5 – Standardisation of CJAX related pre training and ‘long lead time arrangements.’</p> <ul style="list-style-type: none"> • Last year’s WG identified that work was required to improve the CJAX participant understanding of how to work with a mission’s civilian component and NGOs. The WG felt that the CCR greatly assisted pre-training and should be continued. • WG Secretary suggested mentors conducting ‘Circulations’ / break out groups during Ex UHURU. • Colleges to programme own Force Commander presentations, possibly in advance of UHURU. • The WG discussed whether CJAX should include the following in the syllabus, not currently covered in the exercise: <ul style="list-style-type: none"> • The Botswana contingent felt more representatives who had previous experience on AU/UN missions should address the audience, especially focusing on the role and experience of previous Mission Force Commanders and others who have held senior positions on PKO. The Zambians indicated they had several senior officials that could potentially assist on this front. SO1 SANWC suggested that perhaps this should be included in the Staff College programme before CJAX started so as not to draw time away from the CJAX package. • Lt Col Mbaawanyi (Botswana) mentioned the need for continuity in such products like the synchronisation matrix and the manner in which timelines were produced. Col Chipala (Zambia) called for greater harmony on such products. • Col Chipala suggested an increase focus on information operations 	<p>Action: BPST to scope SADC Staff Skills package (BPST).</p>

	utilising entities that had previous experience on this front.	
6.0	<p>Session 6 – CJAX Coordinating Authority beyond 2012</p> <p>The WG discussed the handover of coordinating authority responsibility for the SADC CJAX in 2013/14, with a view to agreeing which College should take it on.</p> <p>The aim for this year's CJAX is to have a common understanding between colleges. In the future CJAX could become a 4 way package with the future Namibian Staff College.</p> <p>Agreed in 2012 that the coordinating authority should hold responsibility for 2 years. Therefore Zambia, who has had the coordinating authority for 1 year, will hand over responsibility to the Batswanas at ACOC this year. Potentially CJAX could be handed over to Namibia in the near future.</p> <p>The WG discussed the possibility of some BPST CJAX responsibilities being assumed by the Coordinating Authority. Botswana contingent suggest this is perhaps a little premature as the programme is still expanding, especially with the possibility of Namibia and Zimbabwe joining the programme. Comd BPST(SA) indicated that there was no plan to drop CJAX in the near future and CJAX will remain a BPST(SA) output but there needs to be a document articulating what the roles and responsibilities the coordinating authorities are. Need to agree the direction of travel regarding the slow handing over of responsibility to dedicated rep in regional colleges.</p> <p>In conclusion:</p> <ul style="list-style-type: none"> • Zambia indicated they were content with CJAX 2012 and the direction the WG had adopted for CJAX 2013. • Namibia stated they were content with their role in CJAX 2013 as observes and the possibility of them being participants in CJAX 2014. • The Malawian contingent indicated that they would give the 6 names of their participants and the roles they would be playing at the FPC. Malawi would also be giving the names of their two VVIPs at the FPC. These 6 individuals would be visiting RSA ,Botswana or Zambia. • Botswana has noted it would try to get members of SADC PLANELM to visit UHURU and increase the number of civilians assisting their CJAX 2013 package. They also reiterated their concern regarding the lack of senior officers who have held senior positions on PKO. If they have no success in getting an individual they will look outside of Botswana to find someone with this level of experience. 	<p>Action: Create document stating clearly the roles and responsibilities of the CJAX coordinating authority (TORs). Prior to mid May 13 (BPST).</p> <p>Action: Need backbrief emails on “hanging issue” such as costing for the FPC travel cost and publication requirements.</p>
7.0	<p>Closing Remarks</p> <p>Colonel Chabinga, Zambian DSCSC Chief Instructor (Army) closed the MPC, thanking all the delegates for their efforts. He wished all the delegates a safe journey home and good luck with all their preparations for the third SADC CJAX.</p>	

<p>Colonel L Chabinga Zambian DSCSC Chief instructor Chairman of the CJAX Working Group</p> <p><i>L Chabinga</i></p> <p>Dated: 17 April 2013</p>	<p>Lt Col A Muddiman RM (UK) BPST(SA) SO1 SANWC Secretary of the CJAX Working Group</p> <p><i>Andy Muddiman</i></p> <p>Dated: 17 April 2013</p>
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Distribution:

All SADC CJAX Participants

ACOC website

Annexes:

Annex A: Proposed Scaling of CJAX UHURU Resources: Zambia 2013.

Annex B: Contact List