# Combined Joint African Exercise (CJAX) 2010

**Working Group 8-10 Mar 2010**

Held in the Peace Mission Training Centre
Thaba Tshwane
Pretoria
Republic of South Africa

Chairman: Colonel S Stratford SANDF
Secretary: Lt Col A B Murray RM (UK) BPST(SA)
Attendance: See Attached

## CJAX 2010 WG 8-10 Mar 2010 - Head Line issues

- **Participation**
  - Tanzania has withdrawn from the exercise
  - It will be a 3 centre exercise (South Africa, Botswana and Zambia)

- **South Africa**
  - Authority for the exercise has NOT yet been given and funding issues are TBC, however SANWC are confident that these hurdles will be overcome.
  - Only 1 delegation would fly to CJAX 2010, the delegation visiting Zambia

- **Botswana**
  - Authority for the exercise was confirmed after the WG on 26 Mar 2010
  - Once authority for the exercise had been achieved, all concerns regarding funding had been addressed
  - Only 1 delegation would fly to CJAX 2010, the delegation visiting Zambia

- **Zambia**
  - Request for assistance with SRSG provision
  - Special request for Naval Offr to be amongst the SANWC delegates
  - Only 1 delegation would fly to CJAX 2010, the delegation visiting South Africa

- **All delegates were**;
  - Happy with WG3 and IMPP seminar plans
  - Happy with SANWC plan for preparatory phase
  - Happy with exercise format
  - Happy with the travel plans and associated funding agreement
  - Developing plans to include UN Agency, NGO and Police involvement
  - Able to confirm that all social and cultural plans were in hand
  - Able to confirm that they could accommodate females
  - Able to confirm that they would like a UK facilitator

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1 This change to the original plan of driving to Zambia was agreed between BPST(SA) and Brig Gen Morake on 26 Mar 2010.
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<tr>
<th>Ser</th>
<th>Topic / Issue / Discussion</th>
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<tr>
<td>0.1</td>
<td><strong>Opening Remarks</strong></td>
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<td>Brigadier General S D Mashobane, Commandant South African National War College (SANWC) opened the Working Group (WG). He praised the work of the previous WGs, and stressed the importance of CJAX 2010 which would be keenly observed within SADC, and also more widely as it was the pilot exercise for the whole of the ACoC. He wished the WG good luck in its deliberations and hoped that solutions would be found to the various challenges that had been identified.</td>
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<td>0.2</td>
<td>Once introductions were completed the Secretary explained the sequence of the WG as per the programme;</td>
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<td>1. Background</td>
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<td>2. CJAX Aim and specified objectives</td>
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<td>3. Participation</td>
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<td>• Roles and Responsibilities</td>
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<td>4. Overview of CJAX Plan</td>
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<td>• Preparation Phase</td>
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<td>• Planning Timeline</td>
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<td>• MOOTW Foundation phase Travel arrangements</td>
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<td>• Ex UHURU agreed exercise format</td>
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<td>• Travel arrangements and funding agreement</td>
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<td>6. Progress review and summary of outstanding issues. Identified Issues to be resolved by College</td>
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<td>7. WG3 agenda</td>
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<td>1.1</td>
<td><strong>Background to CJAX 2010</strong></td>
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<td>Delegates were reminded that the concept of CJAX emerged at 1st ACOC in Nov 2007. It is modelled on the CJEX (European concept) that is directed by the NATO Conference of Commandants (CoC). Similarly, CJAX is directed by the ACOC. The UK has sponsored the;</td>
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<td>• 1st and 2nd ACoC (07 and 08) i.e. from 2009 ACoC has been self funded</td>
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<td>• ACoC Secretariat</td>
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<td>• The CJAX Working Groups</td>
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<td>• The CJAX Working Group Secretariat (up to 09) i.e. the CJAX coordinating authority now has responsibility for this role</td>
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<td>• SANWC DS visits to CJEX</td>
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<td>• Development of the Exercise</td>
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<td>1.2</td>
<td>SANWC has volunteered to run the pilot 2010 CJAX on behalf of SADC and the ACoC. To facilitate this SANWC will run the SADC CJAX Working Groups. The last CJAX WG was in Sep 09 in Botswana, it was chaired by Col More (SANWC) and from this a well developed plan has emerged.</td>
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<td>1.3</td>
<td>The CJAX Concept has 2 Phases;</td>
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<td>• Preparation Phase; this consists of a MOOTW foundation of 2-3 weeks which should be similar in all colleges</td>
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<td>• Ex UHURU; a PSO planning exercise concurrently executed in all colleges. Ex UHURU will include an exchange of students and DS. Ex UHURU is to run 6-10 Sep 2010. UN / AU doctrine used throughout the Integrated Mission Planning Process (IMPP), though Colleges may also use their own planning tools.</td>
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<td>1.4</td>
<td>Delegates were referred to the key planning documentation so far is the;</td>
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<td>• 2nd ACoC Report</td>
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<td>• Minutes of the CJAX WG held in Gaborone 2-3 Sep 09</td>
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<td>• 3rd ACoC Report from Cairo 9-13 Nov 09</td>
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<td>• CJAX WG 8-10 Mar; Calling Notice from SANWC and the Supplementary Instructions from SANWC</td>
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<td>The Secretary explained that there had been some confusion regarding funding, due to a</td>
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misunderstanding between Col More and the sponsors (BPST(SA)). He stated that UK funding arrangements would be clarified during the WG.

2.1 **CJAX Aim and Specified Objectives.**

Delegates were reminded that;
- The aim of CJAX is to train in Joint, Multinational and Interagency environment in order to promote a better understanding of the challenges involved in planning and coordinating a complex, multinational PSO.

Specified Objectives are;
- Enhance student knowledge on the full range of Combined and Joint Operations planning
- Practice operational level planning using SADC (AU) doctrine
- Improve students ability and working skills in an interagency and international environment, since most students are not exposed to NGOs this needs to be enhanced
- Address developments in African Security and Defence Policy

2.2 The Secretary noted that Colleges may use own planning tools, though use of the UN endorsed IMPP was desirable.

3.1 **CJAX 2010 Participation and Responsibilities**

The Secretary went through each actor clarifying the responsibilities of them towards CJAX.

3.2 SANWC is the coordinating authority for 2010 and 2011. As such it had agreed to;
- Chairs the Working Groups for 2010
- Coordinates CJAX 2010
- Brief on CJAX 2010 at 4th ACOC in Uganda (Oct 10)
- To refine the exercise based on Lessons identified
- Chairs the Working Groups for 2011
- Coordinates CJAX 2011
- Brief on CJAX 2011 at 5th ACOC in (Oct 11)
- Capture Lessons identified from 2011 and hand responsibility for SADC CJAX to next coordinating authority.

It was noted by the Secretary that participating College Commandants may like to consider volunteering early for the role of the next SADC CJAX Coordinating authority, in order to aid preparation for CJAX 2012.

3.3 CJAX 2010 Participating Colleges from South Africa, Botswana and Zambia. Key responsibilities are to;
- Provide accommodation and Mess facilities for 8 visiting Learners / DS
- Provide in-country travel arrangements for 8 visiting Learners / DS
- Organise travel arrangements for 8 own Learners / DS to go abroad
- Organise a reception function for the CJAX in their College
- Organise a lunch at the end of the exercise in their College
- Organise a cultural visit for visiting DS and learners
- Run a foundation package in preparation for Ex UHURU
- Run Ex UHURU; including assigning a Lead planner and suitable DS

The Secretary reminded delegates that there was to be NO gift exchange between colleges

3.4 CJAX College visiting delegations.
- These would comprise; 1 x DS + 3 x Learners from each college to the other 2 colleges - 2 delegations per college
- DS role is to supervise and assess their own delegation and he / she is also expected to be able to run a syndicate in the host College
- Learners - Choice of Learners criteria is specified to be Capability Based, they must speak English, they must reflect the Jt nature of the Armed Force, they must not be discriminated against by race, gender or any other reason, they should be from the delegates country (i.e.

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2 BPST(SA) will organise and centrally pay for all the flights
they should not be International Fellows).

The secretary noted that time for Colleges to gain authority for individuals to travel from their DOD must be factored in, and where flights were required time to book the tickets in advance (3 months) must be factored in.

3.5 BPST(SA)
- BPST(SA) will develop the Ex UHURU exercise from the original Ex PURPLE NEXUS
- They would ensure commonality of approach with other PSO courses being run in SADC
- BPST(SA) will provide 1 x UK facilitator to each participating College at UK expense
- The UK facilitator will:
  - Provide advice to DS on the execution of Ex UHURU
  - Ensure a commonality of approach across each college
  - Capture lessons identified across each College
  - Pay costs of visiting UN agencies / NGOs as required to participate in the exercise
- UK facilitator will NOT run the exercise

3.6 UK Government as financial sponsors of CJAX
The secretary explained that UK funding for 2010 was confirmed. In 2010 the UK would:
- Fund the ACoC Secretariat in 2010
- Cover the total costs of 3 x Working Groups
- Pay a degree of the delegate travel for 2010 (clarified at para 4.7)
- Discreet sponsors of observers from other SADC countries if desired
- Review UK sponsorship for 2011 ahead of the 4th ACoC meeting in Oct 10

UK funding for 2011 could not be guaranteed but delegates should assume the UK’s aspiration to:
- Reduce financial support from 2010
- ACoC Secretariat funding in 2011 is not known
- Cover the costs of 3 x Working Groups to a degree
- Support the coordinating authority for 2011 to a degree
- Pay a degree (TBC) of the delegate travel for 2011
- Review UK sponsorship for 2012 ahead of the 5th ACoC meeting in Oct 11

UK funding for 2012 cannot be guaranteed but delegates should assume the UK’s aspiration to:
- Reduce financial support from 2011
- ACoC Secretariat funding in 2012 is not known
- Cover the costs of 3 x Working Groups to a degree
- Support the newly assigned coordinating authority for 2012 to a degree
- Pay a degree (TBC) of the delegate travel for 2012
- Review UK sponsorship for 2012 ahead of the 6th ACoC meeting in Oct 12

The secretary explained that UK funding was confirmed annually and that until the start of each financial year no guarantees could be made. He explained that UK sponsored projects tended to be 3-4 years in length with steadily diminishing financial support as the recipient organisations generated their own funding lines to support the project. A critical part of project viability is confirmation that recipient organisations are prepared in time to self fund. If after a period of 3-4 years recipient organisations had not organised their own funding lines, it would be assumed by the UK that the recipient organisation did not sufficiently value the project, and in all likelihood the project would be dropped.

3.7 CJAX 2010 Observers - all SADC countries to be invited to send observers at their own cost. A letter of invitation will be sent out by SANWC and arrangements will be made bilaterally between the observers and the colleges they are visiting.

3.8 Other exercise participants - CJAX should involve UN Agencies, police services and other NGOs in order to achieve the objectives set.

4.0 Overview of the CJAX 2010 Plan

4.1 Overview of the CJAX 2010 Plan - Preparation
- 9/10 Mar - CJAX Working Group 2
4.2 CJAX 2010 Agreed Planning Timeline

- 20 Mar: Minutes of the WG published, to include Wing O for WG2 and CJAX
- 25 Apr: Names of all delegates (+ 50% Reserve) submitted to co-ord Authority
- 1 Jul: SANWC MOOTW resources pack available

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<thead>
<tr>
<th>Mar</th>
<th>Apr</th>
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<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
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<tr>
<td>20 Mar</td>
<td>25 Apr</td>
<td>1 Jul</td>
<td>31 Mar</td>
<td>30 Apr</td>
<td>19-22 Jul</td>
<td>8-10 Sep</td>
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</table>

- 20 Mar: UK offer of compromise support to Tanzania sent out
- 31 Mar: Commandants to confirm they are content with the administrative and academic plans
- 8-10 Mar: CJAX 2010 overarching instruction published
- 1 Jul: SANWC MOOTW resources pack available
- 19-22 Jul: CJAX WG3 Final Coord Mtg
- Final documentation distributed

4.3 Overview of the CJAX Plan – MOOTW foundation phase

This will occur in the weeks prior to Ex UHURU. Having a shared series of resources will ensure; a common approach, reduced duplication of effort, and that learners would arrive at ex UHURU with a similar baseline understanding.

The delegates agreed that the SANWC MOOTW module will be used as a template for each nation to adapt as they see fit. This is a change to the delegation of effort agreed at the CJAX 2010 WG in Sep 09.

4.4 SANWC MOOTW Foundation package and EX UHURU - CONOPS

Intent. Provide a layered foundation of knowledge within the learners’ minds that will prepare them for the rigours of Ex UHURU. During Ex UHURU practice the concepts learned and expand this knowledge further through interaction with learners from other SADC nations.

Scheme of Maneuuvre.
- Foundation Package. An initial 3 weeks of instruction, presentations by international guest lecturers, panel discussions, SRDs and exercises. It will progressively introduce the concepts of PSO, starting at the strategic level and working its way down to the more tactical considerations. Additional focus will be given in 2010 to ensuring the learners grasp not only the intricacies of PSO, but also the practicalities of the Integrated Mission Planning Process (IMPP). This package will prepare students thoroughly for CJAX – Ex UHURU.
-Ex UHURU will be a week long exercise encompassing all aspects of PSO.

MAIN EFFORT. Ex UHURU

END STATE. All learners have a thorough understanding of all aspect of PSO, and are able to function effectively as a staff officer within a headquarters on PSO.

4.5 SANWC - MOOTW Foundation package EX UHURU - CONOPS

- Week 1 Strategic Foundation
  - UN, AU, SADC, SANDF the Law in PSO, Ex MURUNDZI (structures of UN, AU, C2 and IHL).
- Week 2 Operational Foundation
  - NGOs, CIMIC, Multi-national dimension, IMPP, humanitarian and disaster relief
management (Ex THEBE)

- Week 3 Operational / Tactical Foundation
  - Ex THEBE, Combined Arms considerations, CAPEX (capabilities during PSO), preparation for Ex UHURU, post conflict reconstruction and development.
- Week 4 CJAX

### 4.6 CJAX 2010 Travel arrangements

The WG agreed the following assumptions:
- All delegates who can travel safely between colleges in one day by vehicle, MUST do so, unless air travel is paid for by their own college.
- BPST will fund all air travel for 2010, and provide assistance to vehicle movement.
- All in-country travel for delegates is paid for and organised by the hosting College.

### 4.7 Agreed method of travel and funding agreements

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<thead>
<tr>
<th>From / To</th>
<th>JNB - South Africa</th>
<th>GAB - Botswana</th>
<th>LSK - Zambia</th>
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<tr>
<td>JNB South Africa</td>
<td>N/A</td>
<td>By vehicle at South African expense. Fuel and border crossing fees paid by BPST(SA)</td>
<td>By Air Routing Out SA062 04 September Johannesburg to Lusaka Depart 10:50 Arrive 12:50 Routing Back SA8165 10 September Lusaka to Johannesburg Depart 10:10 Arrive 20:15 R 3,519 x 4 = R14,076 To be paid for by BPST(SA)</td>
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<td>GAB Botswana</td>
<td>By vehicle (TBC) in order to arrive on 04 Sep. Delegation will depart either after the end of the exercise on 09 Sep OR on 10 Sep. Fuel and border crossing fees paid by BPST(SA)</td>
<td>N/A</td>
<td>By Air Routing Out SA1762 04 September Gaborone to ORT JNB Depart 07:40 Arrive 08:45 SA062 04 September ORT JNB to Lusaka Depart 10:50 Arrive 12:50 Routing Back SA863 11 September Lusaka to ORT JNB Depart 13:40 Arrive 15:45 SA1767 11 September ORT JNB to Gaborone Depart 17:25 Arrive 18:30 R 4,834.00 x 4 = R19,336 To be paid for by BPST(SA)</td>
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<tr>
<td>LSK Zambia</td>
<td>Routing Out SA067 04 September Lusaka to Johannesburg Depart 07:15 Arrive 09:20 Routing Back SA066 10 September Johannesburg to Lusaka Depart 18:55 Arrive 20:55 R 3,529 x 4 = R14,116 To be paid for by BPST(SA)</td>
<td>Travel by coach in order to arrive on 04 Sep and depart on 10 Sep Ticket costs paid for by BPST(SA)</td>
<td>N/A</td>
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5.0 **Agreed Ex UHURU format and detailed plan**

The WG agreed the following format for Ex UHURU. This was recommended by the BPST who recently ran the exercise during the National PSO Staff officer Cse in Malawi, followed by a period of Exercise development based on lessons identified over the previous 2 years that Ex PURPLE NEXUS has been used.

5.1 **During CJAX 2010 there will be 4 problems posed to learners using Carana scenario**

- **The Country Brief** - This will give learners a good understanding of the complexity of the situation in Carana and situational awareness regarding the International response.
- **The IMPP SRD** - This will use the Carana scenario as a vehicle to further explain IMPP. This will set the learners up for success in problem 3.
- **The IMPP Matrix** - This will provide learners with a good idea of the complexity of tasks that lie ahead for Military Component, the Civilian Police Component, the UN agencies and other NGO actors on the integrated mission to Carana.
- **The CONOPs Brief** - Learners have a good understanding of the situation and they have identified what needs to be done by whom. They now need to bring this together in a plan.

### Agreed format for Ex UHURU

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

6.0 **Highlight of each college progress / outstanding issues**

The next session brought out a progress report from each college regarding their planning progress to date.

6.1 **South Africa**

- Authority for the exercise has Not yet been achieved. Approval to continue planning has been given by Chief Human Resources, but this must now be approved at Ministerial level. CI SANWC commented that steps were being taken to secure this, and that he was confident that this would be achieved in a timely fashion.
- Funding. Financial arrangements for the exercise were not yet agreed. However, CI SANWC commented that in light of BPST support, he thought this would not be an issue and that the scope of the exercise did NOT need reducing.
- SANWC confirmed the dates for the CJAX 3nd Working Group as 19-22 July 2010, in Pretoria at the Peace Mission Training Centre (PMTC)
• SANWC confirmed its intent to run an IMPP seminar in the same week as the 3rd Working Group, so that other College attendees can attend if they want. CI SANWC indicated that 12-14 DS would attend the IMPP seminar. BPST confirmed that it would be funding this event (delegate travel, accommodation and conference costs).

• SANWC confirmed that they would have a BPST Facilitator for CJAX 2010, he is already embedded in SANWC.

• SANWC confirmed that their visiting DS to Botswana and Zambia will be able to run exercise syndicates in those countries.

• International travel plans for UHURU are confirmed as; Drive to Botswana ‒ Fly to Zambia.

• SANWC will meet all International delegations at Johannesburg and transport them to SANWC.

• Food and Accommodation plan for visiting delegates are yet to be confirmed, but facilities for females WILL be available.

• Other actor participation in CJAX 2010:
  o At least 1 x UN Agency and 1 x NGO representative will be available to advise Learners and DS during Ex UHURU.
  o South African Police Service will be invited to send representatives to participate ideally 1 per syndicate.

• Academic preparations ‒ SANWC will make all MOOTW resources available to other colleges by 1 July.

• Social and cultural event plan. SANWC will provide a Cultural event and Social event ‒ plan is not yet formalised.

• Delegation Selection. DS have been identified as at Annex A. Learners will be identified by 30 Apr 10 in order to allow time for Dip clearance / finance / travel arrangements etc.

6.2 Botswana

• Authority for the exercise has been confirmed as at 26 Mar 2010 by Brig Gen Morake.

• Funding. Funding provision has been made.

• CJAX 3nd Working Group. Botswana is content with the plan and will attend.

• IMPP seminar. Botswana is content with the plan and will attend. They anticipate sending 7\(^3\) officers to the IMPP seminar.

• Botswana confirmed that they would have a BPST Facilitator for CJAX 2010.

• Botswana confirmed that their visiting DS to South Africa and Zambia will be able to run exercise syndicates in those countries.

• Botswana confirmed their international travel plans for Ex UHURU. They would drive to RSA and fly to Zambia\(^4\).

• Botswana confirmed that the Food and Accommodation plan for visiting delegates was in hand, making use of overflow accommodation and that facilities for females WILL be available.

• Other actor participation in CJAX 2010. Botswana confirmed that:
  o At least 1 x UN Agency and 1 x NGO representative will be available to advise Learners and DS during Ex UHURU.

\(^3\) Amended on 12 Apr from the original bid for 6 places. N.B. Accommodation availability may affect this plan, but if available and if this delegation self drives to RSA, it shouldn’t be a problem.

\(^4\) Funding for this change agreed between Lt Col Murray and Brig Gen Morake on 26 Mar 2010.
o Police Service will be invited to send representatives to participate – ideally 1 per syndicate
o They accepted the UK offer to facilitate agencies if possible

- Social and cultural event plan. Botswana will provide a Cultural event and Social event, though the plan is not yet formalised
- Delegation selection. The DS and Learners for visiting delegations will be identified by 30 Apr 10, in order to facilitate Dip clearance / finance / travel arrangements etc
- Format of UHURU – content with the proposed format

### 6.3 Zambia

- Authority for the exercise has been confirmed.
- Funding. Funding provision has been made, though the detail of the funding of the road movement plan between Zambia and Botswana is TBC with BPST.
- CJAX 3nd Working Group. Zambia is content with the plan and will attend with 2 officers.
- IMPP seminar. Zambia is content with the plan and will attend with 2 officers.
- Zambia confirmed that they would have a BPST Facilitator for CJAX 2010.
- Zambia confirmed that their visiting DS to South Africa and Botswana will be able to run exercise syndicates in those countries.
- Zambia confirmed their international travel plans for Ex UHURU. They would drive to Botswana and fly to South Africa.
- Zambia confirmed that the Food and Accommodation plan for visiting delegates was in hand, with visiting delegates ‘hot bunking’ the accommodation left by their own travelling delegates. Facilities for females WILL be available.
- Other actor participation in CJAX 2010. Zambia confirmed that;
  o At least 1 x UN Agency and 1 x NGO representative will be available to advise Learners and DS during Ex UHURU. ICRC has already confirmed, a response from UNHCR is TBC. MSF and the WFP will be invited to attend
  o Police Service will be invited to send representatives to participate – ideally 1 per syndicate. Zambia is awaiting confirmation that a Police commissioner would participate
  o They accepted the UK offer to facilitate agencies, and further requested assistance in the provision of an SRSG to participate.
- Social and cultural event plan. Zambia will provide a Cultural event and Social event, though the plan is not yet formalised
- Delegation selection. The DS and Learners for visiting delegations have been identified as at 12 Apr 2010.
- Format of UHURU – content with the proposed format

### 6.4 Tanzania

- Authority for the exercise had not been achieved.
- CDS has written to SANWC withdrawing Tanzania from CJAX 2010.

### 7.0 CJAX Working Group 3 Agenda

At this stage it was agreed that the ‘time for good ideas would be past. The aim would be to present detailed plans by college on the plans for their Ex UHURU and also for their visiting
delegations.

It was agreed that it would be ideal for there to be representation at WG3 of the other CJAX actors; UN Agencies / NGOs etc

It was agreed that the CJAX Visitor Plan must be addressed. This must include a;

- VVIP Plan which could involve individuals from AU PSOD / the Chairman ACoC / Gen Offr SADC Planelm
- VIP in country plan involving agreed visitors at Ministerial / Defence / Police
- Visitors from other SADC colleges or further afield within the AU

It was agreed that a common Information Plan across all the participating Colleges should be agreed. This plan would result in a common approach to local and international media.

SANWC would provide more detail on their preparatory phase to explain and compliment the package which would be distributed on 1 July 2010.

SANWC as the coordinating authority agreed to circulate a proposed agenda ahead of WG3 in order that delegates could add any agenda items they saw necessary and ensure all their concerns were addressed.

8.0 **Closing Remarks**

Colonel Stratford closed the WG, thanking all the delegates for their efforts. He reminded the delegates of Brig Gen Mashobane's opening remarks that included reference to this being a high profile pilot exercise which would be observed keenly in SADC and more widely. For this reason he stressed the need to ensure that all outstanding issues should be addressed as a matter of priority. He wished all the delegates a safe journey home and good luck with all their preparations for this historic inaugural CJAX.

**Colonel S Stratford**
SANWC Chief instructor
Chairman of the CJAX Working Group

**Lt Col A B Murray RM (UK)**
BPST(SA) SO1 SANWC
Secretary of the CJAX Working Group

Signed on Original

Signed on Original

Dated: 12 April 2010

Dated: 12 Apr 2010
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<th>ATTNDEEE</th>
<th>ORGANISATION / POSITION</th>
<th>CONTACT DETAILS - PHONE</th>
<th>CONTACT DETAILS - E-MAIL</th>
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<tr>
<td>Lt Col R Bodiba</td>
<td>BOTSWANA Lead CJAX Botswana planner</td>
<td>00267 (0)7217 6395</td>
<td><a href="mailto:dcasc@gov.bw">dcasc@gov.bw</a> <a href="mailto:rebod966@yahoo.com">rebod966@yahoo.com</a> <a href="mailto:gmdithupa@yahoo.com">gmdithupa@yahoo.com</a> <a href="mailto:dubskenh@hotmail.com">dubskenh@hotmail.com</a></td>
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<td>Lt Col M N Mooketsi (Retd)</td>
<td>BOTSWANA CJAX Botswana planner</td>
<td>00267 (0)71314140 / (0)72443354</td>
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