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FRONT COVER: Santa Claus paid a visit to our soldiers in Burundi. Best wishes to you and your families, especially to our "ambassadors" deployed in Burundi, the DRC and elsewhere over the festive season. (Photo: Sgt David Nomtshongwana)

For the latest news on defence matters in South Africa, visit our website at: www.mil.za/magazines/sasoldier
The value of togetherness

By Maj Gen (Rev) Fumi Gqiba, Chaplain General of the SANDF

Photo: Sgt David Nomtshongwana

Luke 2: 2-3 "This census - the first - took place while Quirinius was governor of Syria and everyone went to be registered, each to his own town."

Plato (c. 360 BC) wrote the following passage: 'The sight of day and night, and the months and the revolutions of the years, have created number, and have given a conception of time'.

Since the conception of time was formulated, humankind has used this idea to organise special occasions according to a calendar year. As a matter of fact Christmas is one of these occasions and was earmarked for the December month on the twenty-fifth day. Christmas Day, that is to say, the day on which Christ was born, took place in Palestine while the Roman Empire was conducting census. It was common knowledge then that censuses should be conducted when people were together at home.

Looking back, not much has changed from the Palestinian setting of two thousand years ago. Poor countries of the South are still appealing to citizens to stay together at home for census day. This appeal does not differ essentially from the census methods of Caesar Augustus in 4 BC Indeed there are some lessons to be learnt when we are together.

The first lesson is that of building solidarity as a binding value of togetherness. This lesson joins us with our members on deployment as a result of war, displacement and famine. Therefore the primary role of solidarity in a situation of deployment is the substance of faith and hope in the peacekeeping and humanitarian mission. This level of solidarity is crucial to the understanding of the purpose and clarity of mission. Being in solidarity with one another brings about the spirit of interdependence, the possibility of telling personal stories and sharing interests.

The setting of the scripture passage (verse 8) informs us that the identity of Christ was revealed to the shepherds in the countryside keeping guard over their sheep during night watches. They were among the few, including Mary and Joseph, who really knew who Christ was. The first sign of the actual Christmas was shown in a humble social context without pomp and ceremony. Today, Christmas takes place in a world marked by injustice, violence, war, terror, insecurity, a world dominated by greed for power, wealth and self-indulgence.

Nonetheless Christmas is regarded by millions of people across the world as a special moment. How profoundly blessed is this day that comes to us from over two thousand years ago. During the month of December some other religions also keep observances associated with Christmas. The Jewish celebration of Channukah (Festival of Lights) falls on the 25th day of the Hebrew month of Kislev. In the ancient Roman Empire - which extended into the Middle-East at the time of Jesus’ birth - the festival of Saturnalia was celebrated during the month of December. It was a time of great revelry. Observances of religions other than Christian should be respected because these bind us together as South Africans. Their closeness is a strong factor promoting harmonious relations. At no stage should people allow racial and religious disputes to influence their way of relating to one another.

It is important during this time, no matter what your religious upbringing or religious preference, to remember the basic tenet of religion “Do unto others as you would like done unto yourself, bring no harm unto others that you would not want brought unto you”.

Remember, everywhere people thirst for peace, for serenity, respect and recognition. As members of the South African National Defence Force, wherever we are, let us foster communion and reconciliation. As we reflect
on the past year and ponder on the coming year, let us allow the significance of togetherness drive our work ethos. Let us transform our work initiatives into a spiritual drive for the common good. While our specific contribution is from our personal background in a specific national, professional, religious and economic setting, it is part of the wider society.

We should be mindful of the fact that the good news of Christmas was first announced to an insignificant community of shepherds in the countryside. This message should always strike a note with all of us that collectively rather individually we are posed to make a meaningful contribution.

Against the background of togetherness, the Chaplain Service of the DOD invites you, the individual member, to make a gesture of solidarity with all recipients of our services. In a world always on the move where only results seem to count, our attitude should remain that of rendering service and accounting for our actions. Our way of life must shine a ray of hope for people living with HIV/AIDS. There should be caring and counselling instead of social dualism - them and us. The value of togetherness during and beyond Christmastide is all about sharing hopes with those seeking to quit the state of despair, comforting those in sorrow and together moving into the future.

There is a universal character to the virtues and values associated with Christmas. Meanwhile there is consumerism blighting the festive season, and that should not become the real reason for celebrating Christmas. Christmas in the African context should be treated as an opportunity of strengthening the moral and spiritual sense of community. During Christmas, the heart of human society ought to be transformed by the power of God: Love.

With deepest love and affection I wish you all a happy Christmas and a prosperous New Year. Share every good thing you have with anyone who teaches you what God has said.

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**From the Editor’s desk**

It is hard to believe that it is that time of the year again - a time for family and friends to meet, a time to celebrate and a time to reflect on a year gone by.

The festive season is a special time of the year. I therefore would like to echo the sentiments of Dr. L. Bux, a medical officer of AMHU KZN - What Christmas and New Year means to me.

“Christmas is a time when Christians usually remember the city of Bethlehem and the good tidings that were brought to mankind. It is a time of Christmas bells and jolly Santa Clauses. A time when the city streets are dressed in reds, greens and laughter. A time when trees decorate many homes with soft lights and tinsel. I have no doubt that Christmas is a time for celebration and a happy occasion. But more than that, it is a time of peace and forgiving. A time for feeling compassion for the less fortunate.

“That is why in my heart, Christmas (not unlike Eid or other religious holidays,) is all about giving. It does not necessarily mean giving expensive, elaborate gifts, but giving a smile, giving a hug, warm words and unconditional love. I realise these are things we should be giving anyway, but some of us need an excuse or occasion to give these things. The most wonderful thing about these gifts is that they are free. They do not require a purse well garnished with savings. You cannot buy them at a novelty shop and have them packed in a bright, crisp wrapper. But they are the gifts that make people feel most special.” Please read more about Christmas bells and jolly Santas on pages 45 and 46.

SA SOLDIER wishes you and your loved ones a merry Christmas and a prosperous New Year. May the Year 2004 be filled with peace and prosperity and may our magazine grow in strength as it empowers you, our readers, with a richness of knowledge you so rightfully deserve.

See you in 2004 - when we shall celebrate a decade of freedom!

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**ABS A offered gifts to our soldiers deployed in Africa**

**By Maj Fundile Siyongwana**

The Managing Director of ABSA Consultants and Actuaries, Mr Johann Grobler, accompanied by his other five executive staff members: Mr Moshe More, Mr Sakkie Hurd, Mr George Knoke, Mr Douglas Ramaphosa and Ms Sissy Dlamini, took time off from their busy business schedules to hand over a Christmas gift to our soldiers deployed in Africa.

The Chief of the SANDF, Gen Siphiwe Nyanda, received small travelling bags from ABSA estimated to be worth R75 000.00 on behalf of the PDSC at Defence Headquarters in Pretoria on 20 October 2003. On the same occasion the Chief of Joint Operations donated R80 000.00 to the soldiers from the shared profits of the SAFI shops in the DRC and Burundi. SAFI donated an extra R45 000.00 to our soldiers for their goodwill parcels.

This project has been running for the past three years. In the first year it raised R27 000.00, in the second year R80 000.00 and this year R200 000.00 has been donated to our soldiers.

A group of 28 members from the DOD, ABSA, SAFI and six journalists will visit our soldiers deployed in Africa. It is the intention to deliver the donated bags to our soldiers during the course of that visit.
Choose to do good
The choice is to do good as a member of the SANDF and as a human being. I am glad to be back in my "blue" uniform. The SA Air Force is like a home, a substitute family for me, that I always yearn for when I am not in it. I came back recently and quickly read through SA SOLDIER issues, from January through to June.

SA SOLDIER is a good magazine and I always try to get extra copies for friends and even strangers - a good thing must be shared and passed on too. When was the last time that you were a good soldier, a human being with a heart? Let us be an example for our brothers and sisters in civilian clothing. Reach out and touch someone. Believe you me, it is "cool" to be kind and it takes a "lion-heart" to love. The choice is yours. Everyone talks about God, religion, etc. Do you want God, religion and the lot? I’ll give it to you. You should treat every human being you come across with love, kindness and open your heart to them. No matter how small that good word you say is, no matter how quick that smile or kind gesture is - if it makes someone new, younger or a frightened person to feel welcome, comfortable or at ease, it is good. You have to help someone or be friendly to someone at work, home or between these places. That’s God and religion. We talk of morals and ethics and yet we find reasons to hate, when there are millions of reasons to love. The choice is yours.

"Everything is foreseen, yet freedom of choice is given" (My guide to Jewish knowledge by Rabbi Joseph J. Fogel.)

You might say all this is boring stuff. I tell you that you are boring because you are afraid to live! Embrace God’s creation and every human being He has made, so as to remind you of Himself. Mock this at your own peril.

I write these things with humbleness and know that I myself fail many times to do the right thing, to practise what I “preach”, so to speak.

PS - Your magazine is an inspiration to me. I like to share it with civilians. The SANDF, as a microcosm of South Africa, can succeed and by doing so can encourage the rest of our country to succeed in human relations - J.C. de Ruco, Pretoria.

Enter the poetry competition
Enter our Poetry Competition and stand a chance to win big prizes.

The Christian Poetry Association invites all poets, first timers as well as those who have published before of all ages to enter the current competition.

The competition is free and no entry fees are charged. Altogether R6 000-00 worth of prizes will be awarded. The last date of acceptance will be 31 January 2004.

The rules are as follows: Only one poem in English or Afrikaans may be submitted per competitor. The subject matter may be anything and must be your own original work. Poems may be written in any style.

The length of your poem should be no longer than 25 lines. Name and contact details must be included with your entry.

For more information phone Belinda Erasmus, Editor Christian Poetry Association, at tel no: (039) 973 2396.

Entries can be posted to: PO Box 556, Pennington, 4184 or emailed to: christianpoetry@futurenet.co.za or faxed to: (039) 973 2396.

The decision is final and the winners and a selection of poems will be published in an Anthology of Verse.

Hope is a permanent gift
It is my wish that this poem reaches our colleagues in Burundi and the DRC.

This poem is a reminder that God is the Peacemaker. God will reach your ideal, your needs and He will always be in touch with your soul.

Never judge a day by first appearances. It may be an unpromising looking morning, but it is God’s day and your day too.

Power in the name
Out there do not fear, You are remembered, in a warm and special way. You are wished all the best.

Always remember, the promise God made, "I will always be with you" there is power in the Name of Jesus.

Be patient, have strength be courageous and be strong. Never forget your Creator, Let thanks be your daily breath, Jesus is the answer.

Hope is a permanent gift, Faith overcomes the world And Love helps to save the world. God is only a prayer away, Almighty will never disappoint you, His power will reign forever - Sgt S.L. Malatji, Braambos.

R200-00 prize for the best letter
SA SOLDIER welcomes letters to the Editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should preferably be typewritten and double-spaced. All letters must include the writer’s full name, address and home telephone number. The volume of letters we receive makes individual acknowledgement impossible. Please send your letters to: The Editor, SA SOLDIER Letters, Private Bag X158, Pretoria, 0001. Letters may also be faxed to (012) 355-6399 or sent via email to sasoldier@mil.za. We would like to hear your comments or ideas, particularly about matters affecting members of the Department of Defence. Regrettably, anonymous letters cannot be answered officially or published - Editor.
Master, you are great!

I am just a junior rating working in the Pretoria area. I was walking across the street one morning minding my own business when I was suddenly called by a lady Warrant Officer who wanted to know why I was not using the robot to cross the street. I immediately felt, girl here come problems. I was trying to think of an excuse when I was told by the Warrant that no excuse is good enough because she does not want to meet my family, informing them of my death. I was so shocked and only after a few hours I realised the consequences of my actions.

I was trying to find out who the Warrant was and I went to CPO Stone he was laughing like hell telling me that it was the Master. I thought only males become Masters. So that was my first meeting with the Master. I was so scared of her that I could die. After that day I saw her everyday when she visited all the decks greeting the people and then you can see the difference in their voices and the happiness in the faces.

Some days I was looking for the Master while I was on duty and ends when we are on duty and she comes to visit she will sit and chat with everybody. At one of our meetings she explained to us the important role that the junior ratings are playing in the Navy. At that moment I felt so special and I knew I was one piece of the big puzzle that has to fit somewhere, and without me the puzzle will never be complete. I have never heard the Master complain. She is always busy. She always has time for everything and everybody. I also realise that there are some people who do not like her, but it does not seem to bother her. She is a real person. I think we at Navy Office (SA IMMORTELLE) are so fortunate to have her as our Master, so people from other units eat your hearts out.

Before I close my letter I must give some of her favourite sayings: "Young man, where are your jacket and tie, do you ever see the Chief of the Navy walking around in a jock strap and tekkies?" "Moenie dat ek jou diff skeef skop nie!"

"Smile, life is a roller coaster." "Bad days start with bad habbits." "A good day starts with a good habit." "A good day starts with a good habit - smile." "Jy moet jou tappits laat stel."

Thank you for allowing me to write this letter, my English is a bit bumpy, but as I said this is just a barefoot letter.

Master, you are great! - Junior rating (as published in Navy News).

Leaders with vision

Members of 4 SAI Bn are currently deployed under African Mission in Burundi (AMIB). If it was not for our Officer Commanding, Col D.V. Mnolebele, we would not be recognised in the Army and South Africa at large, as being part of continuous history in the making in the struggle of our country, South Africa, in helping to bring about peace in the region, in places such as Burundi and the DRC.

For us at 4 SAI Bn, it is of significance to be part of the first contingent deployed in Burundi under the African Mission. I will not be happy if I ignore and fail to thank Maj B. Klaasen for being the most reliable commander we have on this mission. We put our trust in him; he has been the most outstanding creative officer from the day of preparation, until we arrived in Burundi.

Although the place seems strange to us, courage and honesty is our motto. We take each day with circumspection, and trust in the professionalism of our officers and various leader groups. I would not be fair if I failed to mention my company commander, Capt S.T. Hloka, B Coy.

Capt Hloka is one of the most creative, professional and outstanding leaders I have ever met. Professionalism is continuously portrayed by his virtues. To him, everyone is equal; we admire the ability displayed by his leadership.

The period in Burundi will not be as strenuous as predicted and as it seemed in the media. For the period ahead, we as B Coy of 4 SAI Bn, pledge to serve and portray the good image of our unit (4 SAI Bn) and as a unit we will make our Army and SANDF proud – Cpl M.S. Mgenge, Elardus Park.
South Africa and Ghana combine power

By Sgt Mercia Engelbrecht, Scriptwriter Defence TV
Photos: Sgt Howard Mokhuoa

In October 2000 a Memorandum of Understanding of Defence Training and Technical Cooperation was signed between South Africa and Ghana. The fields of co-operation of the agreement provide for the exchange of defence advisors, directing staff and instructors, training programmes and courses, as well as technical co-operation and technical transfer. Because of this agreement the Ghanaian Minister of Defence, Dr Kwame Addo Kuffuor, recently invited the South African Minister of Defence, Mr Mosiuoa Lekota, to visit his prosperous country. Minister Lekota accepted the invitation so that he could acquaint himself with the Ghanaian Defence Minister’s establishment and priorities. Mr Lekota’s delegation consisted of Mr Thambiso Ratsomo, Head of Ministerial Services, Mr Themba Goduka, General Manager of Armscor, Mr Jerry van Staden, Executive Manager of Armscor, and Mr Ivan Itchikowitch, the Chief Executive Officer of Paramount Logistics. During their visit the delegation attended the Ghana Military Academy graduation parade, which proved to be of a high standard. Several meetings and discussions were held between the South African and Ghanaian Ministries of Defence. Discussions touched on assistance by South Africa with the upgrading of the Naval Command Base in Accra, Ghana’s capital. The importance of co-operation and friendship in peacekeeping, the refurbishment of naval ships, and co-operation and exchange in technology were discussed. The South African contingent then paid a courtesy call on the President of Ghana, Mr John Addo Kuffuor, before visiting the Ga Mantse Palace and the Ashanti Kingdom where they met traditional leaders. A visit was also paid to the Ashanti Regional Minister, Hon Ernest Boato, at his residence.

The successful mission strengthened the relationship between South Africa and Ghana, as well as the prospects of co-operation in the Western Command Naval Base. The Armscor delegation notched up successes at the various meetings held.
The Deputy Minister of Defence visited our female soldiers abroad

By Ms Portia Davhana,
Media Liaison in the Office of the Deputy Minister of Defence

The Deputy Minister of Defence, Ms Nozizwe Madlala-Routledge, spent an evening dining and dancing with the women at the base in Bujumbura. It was the night before a peace agreement was signed between Burundian President Domitien Ndayizeye and the leader of the Forces for Defence of Democracy, Mr Pierre Nkurunziza.

It was an evening of celebration at the SA Army camp in Burundi because South Africans were anticipating a positive outcome for the next day. And it happened. Ms Madlala-Routledge visited South African soldiers deployed in the DRC and Burundi from 6 to 8 October 2003, mainly to support female soldiers on peacekeeping missions and also to ascertain the possibilities of developmental peacekeeping. Military career opportunities for women are presently the same as for men. They undergo the same training, and they can serve in combat posts just as well as their male counterparts. However, women are different from men and have unique needs. The Deputy Minister of Defence deemed it necessary to interact with them and to learn first-hand of their feminine needs.

During her address to female soldiers in Bujumbura she said. “It is a great achievement to have women deployed as peacekeepers. But it is also important to ensure your working conditions are conducive to your gender needs, without giving you special treatment.” Ms Madlala-Routledge also mentioned issues of pregnancy and childcare, which remains largely the responsibilities of women and she encouraged women to talk about the kind of support they may need when they are in these situations.

The presence of South African female soldiers deployed in Kindu, the DRC, has a positive impact on the female population of a derelict village that has been embroiled in conflict for many years. Perhaps a feminine approach is one of the best ingredients to restore a village with a history of atrocities, such as Kindu.

As they witness the extraordinary role played by our female peacekeepers from day-to-day, the Congolese women aspire to follow in their path. They are attracted by women soldiers wearing combat uniforms and taking part even in the most challenging situations. A number of them work part-time at the office where the SANDF members are doing administrative work. “They are very keen to learn. When they see me working on the ‘PC’, they show interest. They also want to know how to operate it,” said Capt Molau Modise, SO3 Visits to CDCC. They turn to South Africans for advice now and then.
SADC members committed to joining hands

By PO Dennis Ndaba
Photo: Sgt David Nomtshongwana

Members of the Joint Support Division met with military attachés from the SADC countries in Pretoria on 3 September 2003. The aim of the meeting was for the Chief of Joint Support, Lt Gen Temba Matanzima, to enlighten the attachés on the structure and functioning of the DOD Joint Support Division, as well as to discuss military co-operation in view of the NEPAD initiatives. Lt Gen J.J.A. de Silva (Angola), Col K.G. Msemwa (Tanzania), Col O.L. Kelebemang (Botswana) and Mr Z.B. Taalu (Namibia) attended the briefing. Members of the Joint Support Division visited Botswana and Zimbabwe during November 2003 as a consequence of this event. Visits to other SADC countries are foreseen for next year.

Courtesy calls

By Maj Fundile Siyongwana
Photo: Maj Madeleine Harmse

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Col Siphiwe Nyanda, the Chief of the SANDF, and Maj Dirk Engelbrecht, Commander Deployment Squadron, during the visit to Ficksburg.
Accreditation of four heroes

By Matshidiso Pila
Photo: Sgt David Nomtshongwana

Family is important in every environment and it contributes to most successes. Many people think of the military as a violent and unsettled environment. Well it is not, since the wives and children of men in uniform support their partners and are even prepared to leave everything behind to start a new life for the sake of the careers of their partners.

This happened on 18 September 2003 when four heroes, Staff Brig Gen Abdel Kader Sarhan (Egypt - DA), Lt Col Jacques Delva (France - Air and Assistant Defence Attaché), Col Andrey Myzdrikov (Russia - DA) and Col George Hatyoka (Zambia - DA), made a grand entrance onto the stage to salute V Adm Martyn Trainor, Chief of Corporate Staff, and people who attended the accreditation ceremony for the military attachés and Adviser Corps at the South African National War College in Thaba Tshwane.

V Adm Trainor officially welcomed the four heroes and their families. He said: "We will assist as far as possible to make your job easy. I trust you will find it satisfying from a military professional point of view. I hope you and your families will settle in well."

The Admiral expressed words of appreciation for each one's country and in a way reminded them of home. Starting with Brig Gen Abdel Kader Sarhan, he spoke of the land of great civilisation and antiquity, which is part of Africa and the centre of the earth, as V Adm Trainor put it.

Then followed the man from a powerful country in Europe with a glorious history: a proud and vibrant country - culturally, economically, socially and militarily - Lt Col Jacques Delva from France.

Then followed Col Andrey Myzdrikov from the mighty country with the most geopolitical assets and issues of any country in the world. Proud, hardy and capable people, with many scientists, engineers, artists and soldiers - Russia.

Then V Adm Trainor had not a little to say about our near neighbour from Zambia, since we have so much in common - SADC, mining, agriculture, the wildlife of Africa. The Admiral did not forget to mention the most important fact that we breathe the same air.

Disaster relief under the spotlight

The multibillion US dollar per annum aid and disaster relief industry fell under the spotlight in October this year, with the hosting of the third international "African Aid, Disaster Management and Relief Expo and Conference" which took place from 22 to 24 October 2003 at Gallagher Estate in Midrand. The focus was on aid relief, as well as developmental aid and disaster management.
On 16 September 2003 the Chief of the SANDF, Gen Siphiwe Nyanda, accompanied by the GOC Special Force School, Brig Gen E.K. Nel, and five other officers left Waterkloof AFB to visit Special Forces School in Murrayhill.

A very special day indeed for the members of Special Forces School, they were honoured by a staff visit by the Chief of the SANDF. It was the first time that Gen Nyanda had visited the Unit since its establishment in 2002. The Officer Commanding Special Forces School, Col Koos Stadler, briefed Gen Nyanda and his delegation concerning the current status of the Special Forces School and its history. Then a visit was paid to all military training courses and all the military facilities were inspected. Next the Chief and his delegation took off in a helicopter to view a sniping demonstration conducted to honour the Chief of the SANDF. I overheard Gen Nyanda saying to the two snipers that it was really exciting and fascinating. "It is excellent keep up the good work and thank you."

"It is my duty to support you in every way possible to secure the School on behalf of the SANDF. You are the pioneers of the new generation of the Special Forces," Gen Nyanda commended. "Many people do not know you, nobody knows or writes about what you do. I respond to many proposals, and I confirm that the Special Forces do everything assigned to them by the Chief of Joint Operations," said Gen Nyanda.

The Special Forces is a national, regional and international strategic asset to President Thabo Mbeki and the Chief of the SANDF in terms of peacekeeping missions, explained Gen Nyanda. "You are doing marvellous work despite many difficulties; we honestly appreciate your positive attitude and work done," said Gen Nyanda.

Prior to the departure of Gen Nyanda and his delegation to Pretoria members of the Unit offered him a picture taken during his tour of the Unit premises. It took the Unit only ten minutes to process and produce an enlarged and framed photo of Gen Nyanda flanked by the staff members of the Unit. A surprise present indeed! On this special note the staff visit of the Chief of the SANDF to the Special Forces School was concluded.

When they landed at Waterkloof AFB they were joined by the Acting GOC DOD Logistics Support Formation, Brig Gen J.T. Nkonyane, and Col H. Holland-Muter, who was standing in for the Chief of the SA Army, and Col P. Phiri, who represented the Chief Defence Corporate Communication. Then the delegation took off for a visit to Infantry School.

Gen Nyanda and his delegation were warmly welcomed in Oudtshoorn with a guard of honour. The Acting Officer Commanding Infantry School, Lt Col W. de Bruin, and the OC 12 SAI Bn, Col X. Mankayi, and other senior officers, including the WO1 of the SANDF, WO1 J.J. Jacobs, all received Gen Nyanda.

Then delegation headed straight for Infantry School where the Council of the Warrant Officers of the SANDF was attending a conference. WO1 Jacobs presented the achievements made by the Council over the period 1999 to 2003 to Gen Nyanda. These included the launch of the Coat of Arms, the changes to rank insignia, the Ceremonial Policy and manuals, the signing of the Code of Conduct, parades and displays, the implementation of the new emblem, Project LOYAL for further development of WOs, Project CURAMUS, the appointment of Warrant Officers and Project GOOD WILL PARCEL. WO1 Jacobs also outlined the issue of discipline for the future as seen by the Council of Warrant Officers of the SANDF. WO1 Jacobs concluded by announcing that South Africa had been chosen as
the venue for hosting the International NCO Conference in 2004.

“Military is a calling and soldiers are human beings; they are sensitive and the finality of discipline comes with the usage of resources in training and installing that necessary discipline to win wars,” commented Gen Nyanda.

“Through you, the Warrant Officers, discipline is brought back to the demands and nature of military; strive for military excellence,” stated Gen Nyanda.

After visiting the Cango Caves the City Councillors gathered to welcome Gen Nyanda officially. The Deputy Councillor, Mr Mankay Xolani, on behalf of the Oudtshoorn Councillors, warmly welcomed Gen Nyanda. In his welcoming speech Mr Xolani said that the SANDF was an important asset to the municipality and community at large in terms of financial input and buying power and the latest development was the agreement to allow the Royal Navy to do their parachute training in Oudtshoorn.

“We are happy to have the SANDF to help in case of emergencies and disasters,” emphasised Mr Xolani. The fact that the Council has presented the Freedom of the City of Oudtshoorn to the SANDF emphasises its desire to have the SANDF in Oudtshoorn as one of the key role players rendering service to the community.

The following day the Chief of the SANDF and his delegation visited Infantry School. Lt Col De Bruin presented a briefing on the formal training of Infantry School and the various courses conducted by the School.

Gen Nyanda visited several training centres and simulators within Infantry School. At some stage he was given the chance to fire a pistol at moving targets representing different scenarios.

Then the delegation headed for De Aar. The Officer Commanding DOD Ammunition Depot and the School of Ammunition, Col Pat Majola, welcomed the Chief of the SANDF and his delegation. The transformation process that has been taking place since 1994 has culminated in the changing of names of various units in the SANDF. In April 1999 the name of 97 Ammunition Depot changed to DOD Ammunition Depot and the School of Ammunition with its higher headquarters, the DOD Logistics Support Formation, situated in Pretoria.

Col Majola briefed Gen Nyanda on his unit’s day-to-day tasks. Then a short visit was conducted to get the feel of the environment under which the members work. More important was the knowledge of how to store the ammunition and the disposal of the old ammunition. Col Majola and his staff members saw the Chief of the SANDF off with a guard of honour, and the delegation left for Pretoria.

Shooting is part of each soldier’s career. Gen Siphiwe Nyanda, the Chief of the SANDF, was informed at Infantry School that any shooting range could be brought nearer to soldiers via simulators.

The secret behind the high pass rate in the DOD was revealed once again at a wonderful exhibition that was held at the SANDF’s College for Education Technology (Colet) on 3 October 2003. The open day was held to celebrate the 27th birthday of Colet, which was to be on 4 October. The response to the invitation was positive and this led to the success of the occasion. Even though most people did survive the old learning system, there is no doubt that the system did not do the learners much good. For this reason Colet designed highly researched learning programmes with more fun for participants. It took a lot of courage to develop them.

They start with animations and videotapes which usually run for twenty to thirty minutes. The communication is more dynamic and at the same level as that of the learners. It is for this reason that the DOD can report a high pass rate in its learning institutions.

Maj Gen Dan Mofokeng, the Chief Defence Corporate Communication, was one of the guests who had the opportunity to witness one of the videotapes. It was actually a movie based on awareness of HIV/AIDS, and the message was effective because of the unusual way it was presented.
Building a bridge of peace between nations

By PO Dennis Ndaba
Photo: F Sgt Tania Kettles

The Deputy Commander of the United States, European Command, General Charles Wald, and members of his staff visited South Africa from 21 to 23 August 2003. The purpose of the visit was to officially announce the State Partnership Programme between South Africa and the State of New York. This is the first such programme on the continent of Africa.

The State Partnership Programme was announced at a combined ceremony involving the SANDF and the US DOD members on 22 August 2003 at Defence Headquarters in Pretoria. The main focus of the ceremony was the flag exchange. The flag of the State of New York was handed to Lt Gen Godfrey Ngwenya, Chief of Joint Operations, who in turn gave the flag of the Chief Joint Operations to Maj Gen Thomas Maguire Jnr, the Adjudant General of New York.

Lt Gen Ngwenya said it was a privilege and a distinct honour on behalf of the RSA DOD to extend a hand of friendship to Gen Wald and his entourage. “This function today marks the finalisation of a process to formalise a partnership with the USA armed forces in the form of the State Partnership Programme. This programme marks an important milestone in RSA/USA relations and will form the basis for many more initiatives that will be beneficial to both countries and the continent as a whole,” said Lt Gen Ngwenya.

He added that in this day and age several parts of the world are tragically beset by armed conflict of various kinds and intensity. There are also many burning social and economic issues which require urgent attention. “Economic, technological, scientific, monetary, fiscal, managerial, military and educational needs exist which are almost beyond measurement. It is of vital importance that initiatives be launched to address these issues. One such very important initiative is partnership programmes, which will foster a spirit of understanding, co-operation and goodwill,” Lt Gen Ngwenya continued.

“Let our legacy built upon the foundation of the State Partnership Programme be one of improvement. Let us develop the resources of our respective countries, call forth their powers, built up their institutions, promote all their great interests and see whether we also in our day and generation, may not perform something worthy to be remembered. Let us cultivate a true spirit of union, harmony and co-operation to achieve the vision of the State Partnership Programme, namely: ‘a bridge of peace between nations’,” Lt Gen Ngwenya concluded.

Fltr: Lt Gen Godfrey Ngwenya, Chief of Joint Operations, General Charles Wald, the Deputy Commander of the United States, European Command, and Maj Gen Thomas Maguire Jnr, the Adjudant General of New York, during the announcement of the State Partnership Programme between the State of New York and South Africa.
Building bridges of friendship across the ocean

By WO1 Manny Gounden,
PRO Naval Station Durban

A substantial crowd watched the arrival of the Indian Navy’s new 125-m long stealth frigate, INS TRISHUL, under the command of Captain Surinder Pal Singh Cheema, NM on 8 September 2003. The ship was on her maiden voyage to Mumbai, India. Durban was the last port of call.

INS TRISHUL was built by the Baltic Shipyard at St Petersburg in Russia and commissioned there on 25 June 2003. She is one of three frigates that were built in Russia. She displaces 400 tonnes and is capable of a top speed of 30 knots with a maximum range at endurance speed of 4 500 nautical miles. Her complement consists of 265 men, including 28 officers.

Addressing a media conference held on board, attended by media representatives of the print and electronic media, Capt Cheema said: “Our visit to Durban is to strengthen the bonds of friendship that exist between South Africa and India and also to provide interaction between the ship’s company and the Durban community.” Responding to questions from journalists about the capability of INS TRISHUL Capt Cheema said, “The ship is fully armed and operational. It is the height of any commanding officer’s career to command a ship of the calibre of INS TRISHUL.”

INS TRISHUL is an extremely potent platform, which is armed to the hilt with state-of-the-art weapons and sensors. The ship’s greatest assets are her high weapons and sensor density combined with an exhaustive electronic warfare suite. This well balanced combination of weapons and sensors is designed to operate in a multi-threat environment and to provide the punch to handle threats in all three dimensions of battle, viz aerospace, surface and subsurface. The ship is capable of undertaking multiple and varied missions spanning the entire spectrum of conflict, from stable peace to all-out war. The multi-mission Kaamov 31 helicopter that she carries is the Force Multiplier, which effectively enhances INS TRISHUL’s offensive capability.

INS TRISHUL has an extensive suite of Indian and Russian sensors, including the indigenous HUMSA sonar and communication suite, CCS Mk, made by Bharat Electronics. The ship’s weapon suite includes the vertically launched long-range surface-to-surface missiles (KLUB-N), 100 mm gun (A190), long range surface-to-surface missiles (SHTIL), advanced torpedo launchers (DTA-53), anti-submarine rocket launchers (RBU 6000) and the anti-missile defence system (KASHTAN) among others. In all, the ship represents the cutting edge of combat technology.

Her visit to Durban was to build bridges of friendship across the ocean…the Indian way.
Our Navy members set sail to Namibia

By CPO Shane du Toit, PRO SAS GALESHEWE

joined the SAS GALESHEWE on the morning of 4 August 2003 as one of the lucky few to set sail on Operation INTEROP WEST 3. The SAS GALESHEWE, in company with SAS MAKHANDA, was on her way to Namibia.

The adjustment to sea life, especially after rounding Cape Point, took a number of people by surprise with numerous casualties restricted to their bunks or the nearest bucket. But once we had rounded the point and set course North, the seas were extremely favourable and with 22 knots of strike craft power beneath us, who could go wrong?

Apart from the normal ship’s company there were also numerous additional members on board. Four Namibian maritime wing officers accompanied SAS GALESHEWE after they had completed training with the SA Navy. Some crew members of the Harbour Patrol Unit in Simon’s Town were on board to give additional training to the Namibian crews of the two namacurras they received from the SA Navy.

While en route, and still in South African waters, the two strike craft conducted a few exercises. Both of the ships exercised replenishment at sea and at night we conducted some gun exercises with the 20 mm and 12.7 mm guns. There was even time for the ship’s crew to brush up on small arms fire.

On the morning of Wednesday 6 August 2003 we entered the port of Walvis Bay under a shroud of mist, both vessels showing extreme professionalism in navigating the channel and coming alongside. It may sound fairly easy, but if your visibility is down to about 20 metres it can be quite tricky.

Once we were alongside the two Officers Commanding of the strike craft were met by the High Commissioner of South Africa to Namibia, His Excellency C.E. Nkondo, and his military attaché, as well as a Namibian Liaison Officer, Lt Carl Williams. Our OCs and the newly acquired entourage then proceeded with courtesy calls to the Chief Executive Officer of Namport, Mr Sebby Kankondi, the Deputy Mayor of Walvis Bay, Councillor Adelheid Kandjala, the Officer Commanding of the Namibian Naval Base in Walvis Bay and then to the magistrate of Walvis Bay.

By lunchtime it was back to the ship to receive the return calls and to make the ship ready for the evening’s formal function.

The formal function held on board the two strike craft was very well received with a large number of dignitaries in attendance, most of whom drove through from Windhoek for the occasion. Military attachés from Angola, Germany, Russia, the USA, and Zimbabwe were in attendance, as well as numerous dignitaries from the public and private sectors of the Walvis Bay community.

The next day it was out to sea again, but only for a short time though as the strike craft were to exercise with the two Namibian namacurras. Each of the boats had an
SA Navy coxswain on board to touch up the Namibians’ training, especially with GPS tracking and navigation. The strike craft, each with a large number of Namibian Maritime Wing day visitors on board also conducted exercises such as intercepting and boarding, as well as manoeuvres at sea and blind anchoring. The Namibian Maritime Wing is still in its infancy and as such does not have many vessels, and is approximately 600 men strong. The Maritime Wing falls under the Namibian Army for command and control purposes and as such is not an officially commissioned navy. Apart from the two harbour patrol boats that were donated by the SA Navy, they also have a large patrol craft named ORYX, which belonged to the Namibian Sea Fisheries. Looking to the future, they are very positive and will be acquiring a vessel from Brazil within the next year.

With most of our work in Walvis Bay completed, the crew took the opportunity to visit the town and see the sights. Admittedly Walvis is quite small, and as most of the crew had already been there, they knew exactly where to go and what to do. The Namibians are extremely friendly, especially once they learn that you are from South Africa.

Our last duties in Walvis consisted of a soccer match (which we lost, I am sure, owing to poor “reffing”) and a rugby match, which was won through sheer brilliant play and fine displays of teamwork. The “Boks” would be proud.

We also hosted a children’s party on board the SAS GALESHewe with thirty underprivileged children from a Walvis Bay community which was spending a few hours on board touring the ship and enjoying a snack before leaving for home.

On Monday 11 August we departed from Walvis Bay and it was off to Lüderitz where we arrived on the Tuesday morning. Once we had berthed, the OC received word from Simon’s Town that we had to cut our journey short owing to other operational commitments and the ship’s company was informed that they had liberty until 15:00 that afternoon so that we could sail for home shortly afterwards.

Despite the cut in the programme, the OCs still managed to pay visits to the Mayor’s office and to the magistrate, and while they were away, the ship’s company of SAS GALESHewe teamed up to get the ship ready for a return call function.

Upon leaving Lüderitz and setting full steam ahead for home, I had some time to reflect on some of the other aspects of my journey. It had been my first trip on board a strike craft, which is a considerably different experience from some of our other vessels. Our first observations concern the crew. Every ship’s company is like a family, and every family has its good times and bad. Sometimes there are problem children and at other times there are those who excel. But a family’s success is measured by how it overcomes problems. The crew of the SAS GALESHewe is one of the most successful families I know of. Every member knows what he or she has to do and if something extra needs to be done there are always people there to do it. I was especially impressed by the fact that regardless of sex, all were treated according to their rank and nothing else.

Although I have missed being at home, I know that I am going to miss being at sea on board the strike craft and I can only hope that I am fortunate enough to go on another trip. I know that there has been a lot of talk about whether or not the SA Navy is ready for the new ships, but in my humble opinion there is nothing to fear. The sharp end is alive and kicking.
Revamping our audit reports

By PO Dennis Ndaba
Photos: Sgt David Nomtshongwana

The DOD Inspectorate Directorate hosted the Association for Defence Auditors Conference at the BMW Pavilion Conference Centre in Cape Town over the period 28 September to 3 October 2003. The SA DOD signed the Charter of the Association for Defence Auditors and is also a founder member with the United Kingdom, the United States of America, Canada, New Zealand, Australia and Norway.

Members from Zambia, Zimbabwe and the Ivory Coast were invited as observers. The Association holds a conference in one of the member states every eighteen months to allow the member states to exchange information on internal audits in the defence environment, as well as audit tendencies and trends.

Welcoming the delegates, SA DOD Inspector General (IG), Maj Gen Vejaynand Ramlakan, said that this conference would not only afford delegates the opportunity of networking and sharing information, but will be an event to remember for years to come. He also mentioned that the deliberations went a long way to establish Defence Internal Audit on the world stage, and to encourage and support changes to the Association’s modus operandi to allow for more countries to participate and benefit from this venture.

Mr James Ngculu, Chairperson on the Portfolio Committee on Health, opened the conference on behalf of the SA Minister of Defence, Mr Mosiuoa Lekota.

Audit is part and parcel of good governance.

In analysing our achievements Mr Ngculu highlighted a few landmarks, which included the fact that the SANDF successfully integrated seven different military forces into a well-balanced, modern and technologically advanced National Defence Force, which is the pride of all South Africans. He added that our neighbours see South Africa today not as the aggressor, but as an ally and a friend they can depend on. The SANDF is seen as a stabilising factor.

Maj Gen Vejaynand Ramlakan, SA DOD Inspector General (IG), sharing his experiences on Robben Island with the delegation.
for peace and stability in Africa and thus the SANDF has been successfully involved in various regional and continental peacekeeping missions.

Mr Ngculu cited the Public Finance Management Act (PFMA), Act 1 of 1999 as one of the revolutionary instruments our government introduced to ensure stricter controls and accountability. “We believe that audit is an important tool that helps define strengths, weaknesses and conversely helps to strengthen such weaknesses and further improve new systems of management,” Mr Ngculu said. He also added that audit is part and parcel of good governance.

“Audit and oversight of the military in particular are very important given the fact that the defence fraternity is a very specialised fraternity. We are all aware that sometimes the military has to travel long distances and deal with huge logistics. Therefore to safeguard and improve controls audit becomes an important element,” he said. After Mr Ngculu declared the conference open, it was time to get to serious business and deliberations. It began by all member states giving their various countries’ reports.

A total of seventeen papers were delivered at the conference, including Implementation of Enterprise-Wide Risk Management, Integrated/Enterprise Risk Management, Combat Readiness, South African Excellence Model, King I & II Corporate Governance, New auditing standards and laws, Review of Defence structural arrangements and accountabilities, etc. The delegates were afforded the opportunity to tour Robben Island, the Langa Location where they were served a sumptuous lunch consisting of a variety of African dishes, and they undertook a wine tasting tour to the Groot Constantia Wine Estate.

In closing the conference, the Secretary for Defence, Mr January Masilela, said the attainment of the South African Bureau of Standards (SABS) International Standards Organisation (ISO) 9001:2001 Certification was an important milestone for the division and his office as people took them seriously and more reliance was placed on their reports.

“We are currently looking at revamping our audit reports by automating our reporting mechanisms. Dr Wessels, from SAB&T, informed you of the Projects undertaken by the Chief Financial Officer to upgrade and interface our management information system. We are all facing the same challenges in our respective defence forces, the ever shrinking Defence budgets. Thus, we need a robust, clearly defined and cost-effective system of internal auditing to ensure that resources are utilised effectively, efficiently and economically. You should all ensure that the Auditors’ Charter that you have agreed to is upheld at all costs,” Mr Masilela concluded.
The SA Navy Marimba Band serenaded international delegates with their mellow sounds of all-time favourites, such as Ndihamba Nawe and Meadowlands to introduce them to a truly proudly South African rainbow nation.

Accompanied by her husband, the Deputy Minister of Defence, Ms Nozizwe Madlala-Routledge, attended the formal dinner of the 2003 International Conference of Defence Auditors at the BMW Pavilion in Cape Town on 30 September 2003.

As September was Heritage Month, the international guests were introduced to the spirit of ubuntu in a young democracy rich in cultural diversity. The Deputy Minister of Defence said it was indeed an honour for our country to host this conference and that South Africa was pleased to see that the Association of Defence Auditors has grown in strength since the previous session in Oslo and Norway with greater participation from African countries.

"Our Government is finally committed to accountability, transparency and maximum scrutiny where possible of the workings of all our public institutions, entities and employees. We take our democratic duties with the utmost seriousness and it is here that we place the work of our auditors," continued Ms Madlala-Routledge.

Ms Madlala-Routledge continued: "We understand that the international Defence Audit Conference is now plus minus eight years old. We would want to encourage them to grow this field of defence auditing. It is a unique and sensitive area of auditing and one that is commonly understood as a field that requires the best auditors given the magnitude of the resources at risk. Certainly, we have pledged ourselves, as part of the African Union, to grow accountability of all military forces on the African continent.

"I understand that you have had an exciting three days. Some discussions we understand have been vigorous and most helpful to our South African delegates as we seek to continually benchmark ourselves against the best," concluded the Deputy Minister of Defence.
Being empowered is motivational

By Mr Billy Maesela, the Empowerment Programme Co-ordinator
Photo: Courtesy DOD Visual Communications

It is a well-known fact that the DOD needs a well-educated and trained workforce to help make the Government in our country more efficient and effective. Skilled people have a greater opportunity of finding stable employment and they are more useful to their community.

The Empowerment Programme in the DOD is supported and mandated by the Skills Development Act (SDA), as well as Equal Opportunity (EO) and Affirmative Action (AA) legislation.

Background

The DCD (PSAP) took the initiative to promote the idea of empowerment with Public Service Act Personnel (PSAP) at lower levels within the Department. The pilot programme was launched in March 2001 at 68 Air School. Five cleaners were identified and detached to administration and registry duties at DCD (PSAP) for a period of three months. All of these employees have successfully made the transition to the administrative environment. In supporting this initiative the DOD has demonstrated its commitment towards support for lifelong learning and the upliftment of the target group by recognising the importance of the ongoing development of its most important resource, its people.

The empowerment programme, in essence, serves as a development tool and can be construed as an affirmative action initiative. Empowerment as it is interpreted and applied by DCD (PSAP) in the DOD is aimed at opening up opportunities for gaining experience and exposing employees to new working environments. It is synonymous with the acquiring of appropriate knowledge. Being empowered is motivational: it promotes autonomy and independent thinking.

The programme is fundamentally a career development initiative. It is focused on the historically disadvantaged PSAP in the DOD. Many occupational classes, such as cleaners, messengers, groundsmen, general assistants, laundry workers, food service aid workers, etc are targeted. A substantial number of employees in these occupations are appointed to salary levels 1 to 4, but are in possession of qualifications far higher than the minimum requirements for these posts as determined by the CORE.

Participation

The purpose of the programme is to identify employees within these occupational groups who are in possession of a Grade 10 or Grade 12 academic qualification and to introduce them to an opportunity to be trained, developed and exposed to other supportive occupations. These supportive occupations include those of secretaries, typists, registry clerks, administrative clerks, switchboard operators, personnel clerks, etc. It should be appreciated that many of these employees have reached their salary ceiling and have little or no prospects for career advancement.

Learning and development are achieved by means of in-post training while the employee is on detached duty. Candidates are equipped with knowledge, skills and experience to work in conditions other than what they were used to for many years. The focus of the programme has much to do with realising dormant potential and optimising it for the good of the individual and the DOD. The empowerment programme is about choices and the capacity to generate creative choices to help solve problems and help manage lives or careers.

Participation in the Empowerment Programme is voluntary. It should, however, not be mistaken for a staffing of employment initiative. It is based on a balance between the needs of the candidates and the requirements of the DOD.

Outcomes

DCD (PSAP) aims at achieving the following outcomes through the Empowerment Programme:
- Employment equity.
- A diverse and representative workforce.
- Eradication of unfair discrimination in employment.

The process of the Empowerment Programme can be summarised in a nutshell as follows:
- Promote the programme through DCD (PSAP) regional offices.
- Interview volunteers and identify suitable placements.
- Liaise with stakeholders and arrange an interview for the candidates with the supervisor or manager at the place of detachment.
- Co-ordinate the detached duty. (Arrange authorisation and, if necessary, an extension.)
- Assist candidates in improving their CVs.
- Train candidates in interview skills.
- Prepare candidates for possible interviews and permanent placement.

On completion of their in-service training, DCD (PSAP) will assist candidates to update their CVs. It is envisaged that they will receive an attendance certificate. This certificate will indicate the fields or disciplines in which the person has gained experience.

DCD (PSAP) believes that the exposure and training during detached duty should improve the employability of employees, per se.

If an employee is detached and is deemed suitable to be staffers in that post he or she must apply for the post via the existing staffing procedures.

Anyone who is interested in participating in the programme or who requires more detailed information can contact Mr Billy Maesela, the Empowerment Programme Co-ordinator at DCD (PSAP), at tel no: (012) 392 2493.
Testing basic soldiering skills

By PO Dennis Ndaba
Photos: F Sgt Tania Kettles

The annual SA Army Warrant Officers (WOs) and Non-Commissioned Officers (NCOs) Competition was held at the Army Gymnasium in Heidelberg over the period 31 August to 4 September 2003. The aim of the competition was to determine the best Pace Stick teams (senior and development teams) and the best SA Army soldiers in the rank groups - Lance Corporal to Warrant Officer - based on the competition results in shooting, fitness, military knowledge, neatness, drill and the orientation exercise.

The competition, which tests basic soldiering skills, has been running since 1996. It is divided into two parts, namely the Pace Stick Competition which determines proficiency in the handling of the NCO drill instructor’s tool and the individual competition, in which individuals are tested on personal neatness and their ability to execute drills. A team consists of nine members, four members in the Pace Stick team and the other five in the individual competition.

The Sergeant Major of the SA Army, WO1 Edward Sykes, told SA SOLDIER that this competition acts as a catalyst for enforcing and uplifting the standard of discipline. The participants become the cream of the crop, and their example will automatically cascade down to the lowest level where everybody will aspire to be like them. This augurs well for the SANDF and addresses the concerns of the Chief of the SANDF, Gen Siphiwe Nyanda, on the recent wave of ill-discipline of SANDF members inside and outside the country.

“We share the Chief of the SANDF’s view on discipline, and the

The Grand Prix Trophy.

Results

Individual Competition
- Cpl N.G. Mangoenjane, Infantry Formation - 1st (Drill)
- WO2 E. Matthys, Armour Formation - 2nd (Neatness)
- Cpl N.G. Makgetlwa, Intelligence Formation - 3rd (Fitness)
- WO2 J.J. Strydom, Engineer Formation - 4th (Shot-tist)

L Cpl of the Year
- Bdr C. Smit, ADA Formation - 1st
- L Cpl H.W. Hannemann, Armour Formation - 2nd
- L Cpl K.D. Leshomo, Support Formation - 3rd

Cpl of the Year
- Cpl G.E. Medupe, Armour Formation - 1st
- Bdr P.P. Mothlabi, Training Formation - 2nd
- Bdr O.E. Matokoe, Artillery Formation - 2nd

Sgt of the Year
- Sgt Q.M. Warnick, Training Formation - 1st
- Sgt U.A. Stuurman, Armour Formation - 2nd
- Sgt F.M. Lethoko, Armour Formation - 3rd

S Sgt of the Year
- S Sgt C. Maguire, Training Formation - 1st
- S Sgt R. Schmidt, Armour Formation - 2nd
- S Sgt J.R. Stopforth, Armour Formation - 3rd

WO of the Year
- WO2 W.F. Beukes, Training Formation - 1st
- WO2 E. Matthys, Armour Formation - 2nd
- WO2 P. Peschel, Armour Formation - 3rd
junior ranks learned a lot from the senior ranks. It is Lt Gen Ramano’s wish that the winners of the competition compete with the African Forces and also that the competition is rotated on the African Continent.

The Pace Stick team that won last year’s competition also won the International Pace Stick Competition in England. The winner of each rank group category received a trophy and R2 000-00 sponsored by the SA Army Foundation.

Members of the GSB Durban Support Formation, who was the winning Regular Force Development Team, showing how it is done. Fltr: Sgt Noluthando Madondo (Driver), Cpl Steven Mzuleni, Cpl Patrick Khoza and L Cpl Ben Haya.

Pace Stick Competition

**Reserve Force Development Team**
- Group 1, Van Rhynsdorp Commando (Infantry Formation) - 1st
  - S Sgt C.V. Abrahams
  - Cpl C.M. Kamfer
  - Rfn A.G. Flink
  - Rfn L.M. Jacobs

**Reserve Force Senior Team**
- Group 16, Alberton Commando (Infantry Formation) - 1st
  - WO1 J. Harmzen
  - S Sgt J. Harmzen
  - Cpl P.A.H. de Winnaar

**Regular Force Development Team**
- GSB Durban Support Formation - 1st
  - Sgt N. Madondo
  - Cpl S.L. Mzuleni
  - Cpl P.B. Khoza
  - L Cpl M.C. Haya

Last year’s competition also won the International Pace Stick Competition in England. The winner of each rank group category received a trophy and R2 000-00 sponsored by the SA Army Foundation.

Army Gymnasium Training Formation - 2nd
- GSB Kroonstad Support Formation - 3rd

**Regular Force Senior Team**
- GSB Durban Support Formation - 1st
  - S Sgt D.M. Ndaba
  - Sgt S. Gumede
  - Sgt N.L. Xulu
  - L Cpl M.R. Ray

**Sticker of the Year**
- L Cpl M.R. Ray, GSB Durban

**Driver of the Year**
- WO1 N.J.J. Beetge, 1 Military Printing Regiment

**Winner of the Grand Prix Trophy**
- Training Formation - 1st

**Inspection is part of soldiering**

By Maj Merle Meyer, Communication Officer SA Army Infantry Formation

A Army Infantry Formation held its annual competition which was to give members from the rank groups lieutenant, warrant officer and down to corporals the opportunity to compete with each other in August 2003. More than fifty members took part in the competition that started on a cold Tuesday morning at the Infantry School in Oudtshoorn. Members who took part in the individual competition competed in military theory, drill, neatness, target shooting and fitness. In this event three of the six winners were members of 44 Parachute Regiment and the other members were from 8 SA Infantry Battalion, Infantry School and Group 46. The team competition consisted of a 9 km cross-country run with battle equipment, as well as shooting at falling plates, shooting at targets and obstacle crossing - all done while completing the cross-country run. Here the winner was the Infantry School with 8 SA Infantry Battalion in the second place and 14 SA Infantry Battalion in the third place. The pace stick competition was the third event and both the Senior and Development Categories were won by teams of 10 SA Infantry Battalion. Group 1, Van Rhynsdorp Commando ladies team won the Reserve Force Category. WO1 Jan Schuurman, the SA Army Infantry Formation Sergeant Major, said that the competition was of an excellent standard despite the fact that large numbers of infanteers are internally and externally deployed. He congratulated them on how well prepared they were for the competition, and this meant that “...we are starting to reap the benefits of the competition”. The Van Rhynsdorp Commando ladies’ team also won the Reserve Force pace stick event at the SA Army Gymnasium Training Formation held at the SA Army Gymnasium in Heidelberg in September 2003. In this same competition they came second in the Development Competition and fourth overall. This shows that the long and hard hours of training pay off and the infanteers have again excelled themselves.
September 2003 marked a fruitful day when approximately a hundred communicators representing Government departments, the private sector, editors and journalists gathered at the Armscor Building in Pretoria to attend the annual guest evening of the Chief Defence Corporate Communication.

The host, Maj Gen Dan Mofokeng, the Chief Defence Corporate Communication, also presented the prestigious DOD Communication Awards during the evening. The Gold Award was awarded to Africa Militaire for the military scale model exhibition at the African Aerospace - Col P.J. Keller received the award on behalf of the Surgeon General.

SA Army Infantry Formation walked away with the second award for Exercise BLACK HAWK - Maj Gen V. Nkabinde received the award on behalf of the Chief of the SA Army.

The third prize went to the SA Army Armour Foundation for the inauguration of Mr Tito Mboweni as an Honorary Colonel of the SA Tank Regiment - Maj Gen Nkabinde again received the award on behalf of the Chief of the SA Army.

Maj Gen Mofokeng congratulated the winners of the communication awards. "Well done, I am pleasantly surprised by the high standard of the entries for this competition. Thank you for promoting excellence in communication within our midst," said Maj Gen Mofokeng.

"The external stakeholders who contributed to the achievement of Africa Militaire in winning the Gold Award this year were Armscor, Gestetner, Swiss-Aviation and Dischem. Thank you for your generous support. The presentation of a Scale Model Show is a good example of how the DOD can get involved in the community with the support of the private sector," said Maj Gen Mofokeng.

He highlighted the fact that his exposure to operational challenges, and the reality of commanding soldiers on the ground sensitised him to the vital importance of skilled communicators to ensure sound communication and mutual understanding at all levels. "Communication, as a core business, lies at the heart of the entire SANDF," commented Maj Gen Mofokeng.

The annual guest evening of the Chief Defence Corporate Communication created an opportunity to interact, develop close working relations and to lobby opinion formers on defence matters. "Hopefully, our guests will gain insight into our corporate communication efforts and be sensitised to emerging issues and challenges, which are part of our everyday life," said Maj Gen Mofokeng.

"Currently, there is great emphasis on the transformation of corporate communication within the DOD. The appointment of a civilian Head of Communications, Mr Zambodla, is a breakthrough and it demonstrates our seriousness in promoting this transformation process and ensuring civil control of the Defence Force," announced Maj Gen Mofokeng.

Defence Corporate Communication has orchestrated successful communication efforts and these have often taken place in coordination with various Services and divisions. Then Maj Gen Mofokeng highlighted a few achievements of the past year:

- The International Pretoria Show is a sterling example of an integrated communication effort by all the Services of the SANDF. The DOD won a Gold Medal for the best exhibition in the public sector division.
- The Government initiative, Batho Pele (People First), is a high priority in the DOD; and the Batho Pele Industrial Theatre is a national campaign to promote service delivery in the DOD.
- The Chief of the SANDF and the Surgeon General of SAMHS congratulated Mr Nelson Mandela on his 85th birthday. The SAMHS organised a surprise birthday party at his

Fltr: Maj Gen V. Nkabinde, Maj Gen D. Mofokeng and Col P.J. Keller.
home. Altogether 85 cakes were baked and the band composed a Madiba March in his honour.

- In order to achieve the communication aims and objectives set by Defence Corporate Communication, various visits were scheduled to inform our external publics of the tasks and role of the SANDF, for example:
  - Members of the media visited the SAS SALDANHA where they gained first-hand experience of the new military skill development programme of the SA Navy.
  - A group of union leaders and opinion formers were taken to Bloemfontein and a multiracial youth group was exposed to various military installations in KwaZulu-Natal.
  - Last Christmas a music festival was organised for our soldiers deployed in the DRC and Burundi.
  - The SAMHS is the main role player in the Masibambisane Beyond Awareness Campaign on HIV/AIDS, but Defence Corporate Communication has played a vital role by producing visual material for this highly successful project. Maj Gen Mofokeng said that the SANDF, and especially the SA Army’s participation in the African Union Day held in Johannesburg, was of great communication value. "Our presence definitely improved the image of the DOD in its support of the African Union and NEPAD," declared, Maj Gen Mofokeng. "One of our most important communication achievements has been in the Public Access to Information Act implemented by the DOD. The DOD has been praised in various quarters, including the Human Rights Commission, as the most successful Government department in the speedily implementation of the Act,” concluded Maj Gen Mofokeng.

The SA Army Entertainment Band started playing and lifted the mood of the audience. It was indeed a communicators’ function because everybody was talking to everybody else like a very close family.

Opening of the low rope course

By Maj Barry Steyn, SO2 LCAMPS

ith names like the "wild woozie", "mohican walk" and "tepee shuffle" one could be forgiven for thinking you were on the set of the latest Indiana Jones blockbuster. These instruments and others like them are set in the peaceful surroundings of Rhemardo, just outside Naboomspruit.

It is here that Lt Gen Gilbert Ramano, the Chief of the SA Army, and the Army Council gathered for the opening of the newly built adventure related experiential learning centre or low rope course on 19 August 2003.

Lt Gen Ramano stated: “This course has been built for the benefit of the SA Army members coming here to Rhemardo for leadership development training. It is yet another milestone in our attempt to achieve our goal of developing leaders in transformational leadership qualities. I encourage you, therefore, as commanders, to make use of this opportunity.”

The course has been part of the planning at Section LCAMPS for some time and finally the poles have been sunk, anchored and prepared for members of the SA Army to enjoy, learn and develop. The colourful names, rugged appearance and serene setting almost hide the truth that this is a place of learning. It is a place to learn about yourself, your group and your unit. The course will be used in conjunction with other programmes that Section LCAMPS runs throughout the SA Army. The great advantage of the course is the hands-on experience that participants gain in the leadership process.

The face of training has changed and this course represents the latest innovation in the field. It provides an atmosphere of learning in which the participant finds the answer by seeing the question in action. This course has been carefully constructed according to stringent standards and careful measures, and is intended to be a metaphor for countless situations that we all face on a daily basis, and it is in this sense that the true power of this instrument comes to the fore.

Enhance optimal use of Africa's scarce resources

By Maj Gen Len le Roux (Ret)

The 9th annual African Defence Summit 2003 was held at Gallagher Estate in Midrand from 23 to 25 July 2003. Maj Gen Len le Roux (Ret), Head of the Defence Sector Programme at the Institute for Security Studies, presented a paper on Budgeting for Defence in Africa at the Summit on 24 July 2003.

The following is an abridged version of the paper delivered, viz: "The study of economics is based on the fact that there are more needs than resources". Economics is therefore the science of optimising the use of scarce resources to meet the greatest number of needs possible. If resources were unlimited and needs small, no requirement for optimisation, efficiency or economy would in fact exist.

In Africa this problem is more acute than elsewhere in the world. Africa is poor and her economies are weak. In addition Africa faces a myriad of social and developmental challenges. To meet these challenges requires the most efficient use of available resources according to well-planned strategies and the collective determination of priorities.

The challenge

The challenge that this presents to the defence establishments of Africa is to ensure maximal efficiency in the use of the resources allocated to them. This cannot be done if defence policy, planning, budgeting and expenditure control processes are opaque and non-accountable. National priorities can only be determined and met in an environment where all objectives and expenditure of the state are visible and where officials are held accountable for the use of resources allocated to them.

The African reality

Unfortunately this is not the current situation in Africa. In general defence planning, budgeting and expenditure control processes and practices are poorly developed and non-transparent. Off-budget military spending is widespread and a significant portion of military spending is concealed from public scrutiny.

The main reasons why governments hide this information are:
- the difficulty in motivating military spending in the light of the social and developmental needs of their people;
- the demands of international bodies and donor countries for reduced defence expenditure before providing development aid; and
- the use of military expenditure for protecting the interests of the privileged elites.

Otherwise stated, the information is withheld to hide corruption.

The major ruses used to disguise military expenditure in African countries are the misuse of contingency funds, top-up budgets not discussed in Parliament and the budgeting for military expenditure under other national departments such as acquisition and maintenance of military land and infrastructure budgeted for under the Public Works Department and personnel costs, such as medical and pensions, budgeted for under the Department of Social Welfare.

These are also ways in which military income is boosted without going through the formal budgeting processes. Such income should ideally go to the treasury for disbursement according to national priorities or should be indicated as income in the defence budget. Some of these methods are direct financing of the military in the field through extraction of natural resources, security levies that are raised from citizens and businesses and direct involvement of the military in illegal activities such as smuggling, protection rackets and trafficking in drugs, arms, precious stones, etc.

Few formal budgeting processes exist in the defence establishments of Africa. Parliamentary oversight of military budgets is generally weak and external auditing is seldom done. There is also little involvement of civil
society in defence policy processes. These practices are clearly suboptimal and indicate that there is very little efficiency in defence budgeting in Africa and that there are many opportunities for diverting money to uses for which it was not intended. This situation clearly requires the development of programmes to improve management of defence policy, and planning and budgeting processes in Africa.

**The South African example**

Fortunately South Africa has a well-articulated defence policy that was arrived at through a transparent and consultative process, a good national fiscal policy and framework and well-structured, transparent and accountable defence planning, budgeting and expenditure control processes. The South African model can serve as an example of good practice for other emerging democracies on our continent.

Fiscal management in South Africa is regulated by the Constitution and national legislation. The National Treasury is empowered to co-ordinate intergovernmental fiscal relations and to play a financial oversight role over organs of state in all spheres of government. This empowerment has been well exercised by the Treasury and has led to financial management and budgetary processes that conform to international best practice.

National defence in South Africa is regulated by clear constitutional provisions and a substantial policy framework. The Constitution, the White Paper and the Defence Review establish the principles of defence in a democratic South Africa, the national defence posture and the missions, functions, tasks and structure of the SANDF. Defence planning and budgeting take place in terms of these fiscal and defence policy frameworks. There is a clear formal planning and budgeting process in the SA DOD and this process is aligned with the national framework.

Oversight and control over the implementation and execution of the military plan and budget are ensured both internally and externally. Internally, control measures include the normal control function of superiors over their subordinates, regular assessment of the in-year execution of the budget against the plan and internal audit by the Defence Inspectorate that reports to the Secretary for Defence. Externally, oversight and control are exercised by the Minister of Defence, the National Treasury, the Auditor-General and the Portfolio Committee of Parliament on Defence.

The military planning and budgeting processes in South Africa are largely transparent. Defence policy, on which planning and budgeting rest, was developed in an exceptionally transparent manner. The departmental plan and budget are scrutinised by the Treasury, the Portfolio Committee of Parliament on Defence, Cabinet and Parliament. The DOD strategic plan and the defence vote are made available to the public on the websites of the DOD and the National Treasury.

**Tips for Africa**

African militaries are under great pressure to cut down on defence budgets, while they are still expected to execute their functions in a continent full of insecurity and strife. This means that, for African militaries to survive, they have to optimise their policies, plans and budgets for improved resource planning and utilisation. Some areas that need to be addressed are discussed below.

- At national level, African countries must establish proper oversight and control bodies and measures over defence plans and budgets.
- National treasuries should be empowered to co-ordinate all budgeting processes and to prescribe rules and procedures.
- Defence policy should be developed to ensure that plans and budgets are aligned with national objectives and activities.
- Defence departments must be assisted to develop planning, budgeting and expenditure control systems that are aligned with modern best practice.
- Efficiency improvement measures need to be employed. Special attention should be given to tooth-to-tail ratios, the use of part-time forces, improved "jointery" between services, improved management information, and improved management and leadership.
- Civil society should be empowered to contribute to the defence debate in Africa.
- Collective security should be enhanced by moving away from a competitive or self-dependent approach to defence and security to a subregional and regional collaborative approach to security.

**Conclusion**

To enhance the optimal and efficient use of Africa’s scarce resources, it is important that defence policy formulation, planning and budgeting be brought in line with the principles of defence in a democracy. This calls for improved transparency, accountability and civil control. South Africa presents a good example in this regard.

It is submitted that the SA DOD should proactively engage in the continent in enhancing the development of policy, planning and budgeting processes aligned with the principles of defence in a democracy. This will contribute to the collective security of Africa.
The top brass of the SA Army, headed by Lt Gen Gilbert Ramano, the Chief of the SA Army, witnessed the pride of lions in action at SA Army Combat Training Centre in Lohatlha on 8 and 9 October 2003.

Lt Gen Temba Matanzima, the Chief of Joint Support, and Maj Gen Dan Mofokeng, the Chief Defence Corporate Communication, attended this 2003 force preparation exercise, previously known as Exercise IRON EAGLE.

It was only this year that the SA Army Council succeeded in changing the name of Exercise IRON EAGLE to Exercise SEBOKA, meaning “coming together”, thus putting more emphasis on the jointness of services.

Senior DOD key personnel, the Reserve Force Council, and thirteen military attachés from Europe, Africa, Asia and Latin America also attended Exercise SEBOKA. Also attending were participants of the Executive National Security Programme 2003 and twelve media representatives.

The Hon Ms Thandi Modise led the members of the Portfolio Committee on Defence, and the newly appointed Head of Communications, Mr Vuyo Zambodla, represented the Ministry of Defence.

The Commandant of SA Army Combat Training Centre, Brig Gen Sam Komane, welcomed the guests to Lohatlha and wished his guests a wonderful and pleasant stay in the Northern Cape. He also reminded the visiting delegation about the healthy environment resulting from the weather patterns and good people of the Northern Cape.

Thereafter the SA Army Chief Director Force Preparation, Maj Gen Paul Ramahlo, briefed the delegation on the aims and objectives of Exercise SEBOKA. He concluded by stating that Exercise SEBOKA would show
Joint operation makes a difference in Thohoyandou

By Capt Kotie Koekemoer,
SO3 Ops Comm Joint Tactical HQ Limpopo

Operation FIST, a joint operation involving one platoon of 43 Battery (4 Artillery Regiment), Thohoyandou SAPS and Soutpansberg Commando commenced on 18 September 2003 and continued until 20 September 2003 in the Thohoyandou area, north of Polokwane.

The aim of the operation was crime prevention, which consisted mainly of roadblocks. AFB Louis Trichardt 17 Squadron C-Flight provided air support by means of two Oryx and one Alouette helicopter. A Cessna 210 of 102 Squadron (Reserve Force Squadron) was also utilised during the operation.

Information, when it was available was provided daily by intelligence members from Group 14 HQ and SMA HQ and the commitment of all members involved in the operation led to the achievement of various successes.

One hundred and eighteen illegal foreigners were arrested. Altogether 2 113 vehicles were searched and 43 summonses were issued by the Traffic Department. 9 613 persons were searched and eighty other arrests were made for various criminal offences, including armed robbery and dealing and possession of dagga. Altogether 207,5 litres of alcohol were confiscated while 24 915 kg of dagga were confiscated. One panga and two other knives were also confiscated.

The community responded well to the joint operation and was very pleased, and assisted in providing information during the operation.

It was another successful operation involving the commandos and Permanent Force together with the SAPS.
Military students visited Algeria

A devastating earthquake struck Algeria during the study tour.

By Brig Gen J.D. Malan, Assistant Director Force Preparation Army

Seventeen members of the Executive National Security Programme (ENSP) 07/03, accompanied by the Commandant of the SA National Defence College, R Adm (JG) Bryan Donkin, and two members of the Senior Directing Staff conducted an extensive study tour of Algeria.

Algeria is the RSA’s most important partner in North Africa to ensure the success of the New Partnership for Africa’s Development (NEPAD). As such, this unique country’s national security strategic approach is of vital importance to the continent.

Algeria borders the Mediterranean Sea and covers an area of approximately twice that of the RSA. The Sahara desert covers 80% of the country and 90% of the population of 31 133 486 live in the remaining 20% which is a coastal belt where a mere 5 500 km² is irrigated. The climate ranges from extremes in the desert to a mild Mediterranean climate in the north.

Algeria obtained its independence in 1962 from France after a fierce guerilla war. It is interesting to note that the only Defence line ever to be built to curtail irregular forces (the so-called Maurice Line) was built in Algeria.

The country is not blessed with an abundance of natural resources. Hydrocarbon fuels are the main export commodities and Algeria is the world’s fifth largest producer of liquid petroleum gas. Algeria’s gross domestic product (GDP) totals a very respectable $b 171 compared to the RSA’s $b 290 (1998). The GDP per capita is nearly twice that of the RSA. With an inflation rate of 1% and an economic growth of 3,8% per annum the country’s economy seems strong. The government is planning to erect a number of gas-fired power stations and to export electricity via undersea cables to Spain and Italy across the Mediterranean.

Algeria’s armed forces consist of
the “ground forces”, the air force, navy and air Defence forces. The military is trained on the Warsaw Pact doctrine and its main equipment is mostly of Soviet origin. The “ground forces” (in SANDF terminology the “army”) are equipped with T72 main battle tanks, a variety of artillery, engineer equipment, tactical missiles (FROG 7) and small arms. The army does not field anti-aircraft weapons as these are grouped in the fourth service.

The army shoulders the main brunt of the war on terrorism and is extensively deployed in the inhospitable mountain areas, which are the main refuge of the terrorists.

The air force uses a locally assembled basic trainer, the Czechoslovakian L38 lead-in trainer and Mig 29 as the primary fighter. The transport wing consists of IL 76, C 130 A 12 and MI 8/17 helicopters. Naval main equipment is old but well maintained. Koni class frigates, and Kilo class submarines form the backbone of the naval forces. These are now complemented by the newer locally built B802 corvettes.

Members of the Algerian armed forces are proud to be soldiers. Extensive studies, personal responsibility for smartness, competence and fitness come naturally and are reinforced by the iron discipline maintained by officers, warrant officers and non-commissioned officers. Soldiers are extremely conscious of the fact that they have a responsibility to serve. They are willing to endure extreme hardship and adversity to qualify for their sacred task.

A number of training institutions run at full capacity precisely for this reason. One of the most interesting of these is the Politechnic Military School. Members of the Algerian Armed Forces willing to commit themselves to a 25-year contract are encouraged to study mechanical, electrical and chemical engineering as well as computer data processing from undergraduate to doctorate level. The emphasis is on producing a versatile military engineer and responsible citizen.

A devastating earthquake struck Algeria during the study tour. The group went out of its way to sympathise with the Algerians.

The study tour group returned from Algeria deeply under the impression of how different this county is from ours. Our challenge, and especially that of the SANDF, is to find the middle ground for co-operation to ensure that NEPAD succeeds.

Donate to our military museum

Besides the Air Force Museum at Swartkop and the Naval Museum in Simon’s Town, the Castle Military Museum is the only official military museum of the SANDF. The museum needs to be assisted in preserving some of South Africa’s military heritage.

Recently many outdated weapons have been destroyed without the museum being notified. It came to our attention that among these were six very scarce .303 sniper rifles, which were melted down in Port Elizabeth in 2002. These rifles would have been of inestimable value to the Castle Military Museum from which it would derived great benefit by preserving and displaying them.

Therefore if it comes to the attention of any member of the SANDF that an item is to be written off, or there is an obsolete item lying in a store which could be of possible benefit to the museum, please let us know. Such items could include small arms, badges, medals, medal ribbons, rank insignia, etc. The personnel at the Castle Military Museum will decide whether or not an item can be utilised by the museum. Unfortunately the museum has neither the display nor storage space for large items, such as vehicles, but smaller items can be accommodated. As the museum is a self-accounting unit, it would be no problem to transfer items to the museum and bring them on charge.

* Readers who can assist Mr Natie Greeff, Curator of the Castle Military Museum, can write to him at: Castle Military Museum, PO Box 1, Cape Town, 8000 or phone him at tel no: (021) 787 1153 or fax: (021) 787 1136 or email: casteel@cis.co.za

These are helmets of the Cape Town Cavalry. The unit was raised in 1857 and disbanded in 1889. The helmets are in the Albert pattern.
Participate in the future of your training

By Col M. van der Spuy, SSO Quality Assurance and Accreditation, Joint Training

During the weekend of 4 October 2003 a unit standard, “Conducting Rural Operations”, was developed in the simmering temperatures of the Madimbo Corridor in the Limpopo Valley by a work group of the Standard Generating Body for Special Combat Capabilities. This probably holds the record as the furthest northern developed unit standard that will be registered on the National Qualifications Framework (NQF).

The responsibilities linked to the generation of unit standards/qualifications are an over-and-above task for all. It involves many hours of deliberation, which more often than not requires working into the late hours of the night.

Unit standards

Unit standards are registered statements of desired education and training outcomes (description of the end point of learning) and the associated assessment criteria. A unit standard is the smallest “building block” towards a qualification for which the learner will obtain credits.

Qualifications and unit standards can only be developed by members of Standard Generating Bodies (SGBs) and recommended by the National Standard Bodies (NSBs) to the South African Qualifications Authority (SAQA) Board for registration on the NQF.

SGBS for the development of military “unique” qualifications

On 22 May 2001 the first meeting for the establishment of the SGBs for Combat and Combat Support was held at the 1 Military Hospital Auditorium. Since no significant progress was made, Brig Gen S.W.B. Walters took the initiative in January 2002 to establish an SGB Steering Committee to function under the auspices of Joint Training. Col M. van der Spuy was appointed as the Chairperson of the Steering Committee. This Committee has as its objective the promotion of the establishment of SGBs for the development of military unique qualifications and associated unit standards with the following functions:

- To act as the co-ordinating body in the SANDF in terms of the identification of unit standards/qualifications required and expertise available to aid in the generation thereof.
- Unit standards under development are made visible to ensure that there is no duplication of effort, while at the same time valuable inputs in the development process are gained from all present.
- Proposed unit standards/qualifications to be developed are made visible so that members become involved in the work groups of the SGBs where there are shared interests.
- Information and “lessons learnt” by members of registered SGBs are shared with all members of the Committee.
- Progress made is reported to the Training Staff Council on a quarterly basis.

There are currently only two registered SGBs for the development of military qualifications, namely the Special Combat Capabilities SGB and the Combat Weapons Maintenance SGB.

After an analysis in 2001, a command decision was made by Brig Gen L. Rudman to restructure the training approach of the Special Forces Brigade. The aim was to develop a qualification(s) for a Special Forces Operator who will be nationally recognised, provide access to, and mobility and progression within education, training and career paths. This individual is defined as somebody who has to be self-reliant, highly motivated, superbly trained and with proficiency in foreign languages and cross-cultural skills. He has to be suited to many missions which conventional forces cannot perform as effectively or as economically in the twilight zone between peace and war.

The SGB for Special Combat Capabilities was registered in February 2003 for three years and incorporate members of Special Forces, the South African Police Services and Joint Training. Lt Col A.L. Vorster of the Special Forces Brigade was elected as Chairperson.

A qualification at level 5 on the
National Qualifications Framework is being developed and is currently in its final stages of development. Participating members of the SGB and SGB work groups travelled as far afield as Langebaan on the West Coast to attend SGB meetings and work sessions.

Many of the lessons learned by the SGB for Special Combat Capabilities were channelled through to the Standards Generating Body Steering Committee. COLET is currently developing a presentation of Maj Robin Jay of Special Forces for distribution on CD, to promote the activities of SGBs and be a helpful tool to be used by SANDF members planning to become involved in the establishment of SGBs and the development of unit standards/qualifications.

The Combat Weapons Maintenance SGB is registered for three years until February 2006. The SGB consists of nine members, inclusive of SANDF and SAPS members. Capt N.W. Dickson of Chief Logistics was elected as Chairperson.

At a meeting held on 3 July 03 at the SA Defence Intelligence College with Service representatives, a proposal was accepted that Joint Training should lead the process for the development of qualifications and unit standards related to the Military Academy non-degree programmes and military professional development programmes. A task team met on 25 August 2003. The possible qualifications to be developed were determined and the establishment of a single SGB (Military Generic Skills SGB) was confirmed. A follow-up instruction was distributed in order to obtain nominations to serve on the proposed SGB.

Project teams of the proposed SGBs for Maritime Defence and Air Defence, in consultation with a company called “Learning Network” (which was contracted by DIDTETA) are conducting an outcomes analysis to construct titles matrices for proposed qualifications to be developed.

A letter of intent for the establishment of the proposed SGB for Landward Defence was submitted to the NSB 08 co-ordinator.

* Enquiries concerning the topic can be addressed to Col M. van der Spuy at tel no: (012) 355 5255/5003.

Members of registered and proposed SGBs are challenged to write articles for SA SOLDIER and provide information on the progress of the SGBs, interesting photographs and any “lessons learnt”.

Football players celebrating victory

By Capt D.I. Sekade

The annual medal parade of Army Support Base Nelspruit was held at Nelspruit rugby field on 15 August 2003. The GOC Army Support Formation, Maj Gen Koos Laubscher, was the chief functionary of the day.

At the parade Public Service Act Personnel (PSAP) were also honoured for their devotion and excellent service. During his address Maj Gen Laubscher said that the recipients and employees had distinguished themselves in one way or the other and share the same allegiance to the cause of defence in a democracy. He also added that they are indeed a splendid example of the values as set out in the SANDF and the Code of Conduct of the DOD.

Maj Gen Laubscher continued: “History reveals to us an interesting variety of such outward signs of recognition, such as the wearing of the crown of laurel leaves symbolising victory over the enemy, and the practice of including a laurel wreath in the design of the present-day medals and decorations, plaques in bronze, silver or gold awarded to soldiers for bravery on the battlefield, gold buttons for valour on the battlefield and the award of badges, pendants and even jewels. It is also known that during the Zulu War of 1859, King Cetshwayo honoured his warriors for bravery by means of wooden beads made from the Royal Tree. A string of such beads around the neck of a Zulu warrior was held in the same high regard as the famous Victoria Cross that was awarded to the bravest of the brave among the enemy of the Zulu at that time.”

The importance of the Unitas Medal was also highlighted by the GOC Army Support Formation in commemoration of the unification of the different forces into the SANDF on 27 April 1994. Its colours symbolise certain natural features that resemble the engravings on the Unitas Medal.

The Unitas Medal is minted in bronze. The precedence of the Medal is junior to campaign medals, but senior to long service medals. Those who qualify for this Medal are members who were taken into the SANDF on 27 April 1994 and thereafter.
South Africa made a marvellous showing at this year’s Defence Systems and Equipment International (DSEi) Exhibition 2003 held from 9 to 12 September 2003 at Excel in London’s Docklands. The figures of some 20 000 visitors - and 973 exhibitors from 28 countries - were well up on those of 2001 and served to show the world’s increasing interest in matters of defence: and it was excellent to see some South African companies exhibiting there for the first time.

The one message that came through to me so often and so strongly throughout DSEi was everyone’s surprise at the sheer quality of the defence equipment coming out of South Africa today, and that is something about which South Africa deserves to be very proud.

High ranking South African attendees included Gen Siphiwe Nyanda, the Chief of the SANDF, the Hon Ms Thandi Modise, Chairperson of the Portfolio Committee on Defence, and Mr Sipho Thomo, the Chief Executive of Armscor. Gen Nyanda and Mr Thomo were very pleased to visit DSEi, especially "to have a good look round developments in the international defence arena, particularly those of potential interest to the SANDF”.

Ms Modise spoke interestingly to me about the background to her own visit. She said that there were many people who discussed defence, but did not really know what they are talking about. She stressed that when you are involved with defence, you must try very hard to keep up a wide knowledge and be an expert, because defence is a very serious matter both as regards the spending of money and for the continued security of South Africa. Her visit was therefore largely an educational and an "acquaint" one to widen and update her own defence background.

First, she had to look round the current DSEi global field of realistic modern weapons, telecommunications, vehicles, etc and assess them in competition with South African defence products. Second, to see what other nations are using to meet their particular defence requirements. Third, to judge what is the best way forward for South Africa in terms of what it already has, what it now needs, what it can do by itself, and what is on offer from abroad. Then, finally, to decide what is the best way forward for South Africa - buy it or make it. If you do not do this, you have a very difficult job to do “to get it right”.

The South African stand at the DSEi 2003.
The imposing South African pavilion, co-ordinated again by Armscor, was larger than two years ago. Avitronics - part of the Grantec Group and 75 percent of whose principle electronic warfare protective, warning and other systems business is international - told me that they had a very successful DSEi which was attracting significant interest from “real decision-makers” to whom today’s South African defence products had been an “eye-opener”. They had taken part in a recent NATO exercise, and their DSEi visitors included the MOD UK, the US Army and Marine Corps, and others from Europe, Asia and elsewhere. First time exhibitor, Grintek GCS, whose specialisation includes IFF, radio navigation, Tactical HF and EW communications - and which also participated in a recent NATO exercise - had had a very good DSEi, and confirmed to me the exhibition’s visitors’ surprise “at the sheer quality of South African defence equipment”.

Imperial Armour, another first timer specialising in body armour, helmets and especially protective vests - and whose market includes Europe, the Near, Middle and Far East - experienced “an incredible amount of interest” from its visitors - there having been 120 on the Friday morning alone! “Police were coming in to us in droves”, they told me. Cochramne Products specialise in materials such as razor mesh for security and protective fences, and its market includes NATO, the Middle East and Africa.

For Crayford All-Terrain Vehicles, another first time exhibitor, DSEi “went fantastically well - a marvellous exhibition to have attended”. I was told that it was a “star” exhibit, viz the Gecko eight wheel all terrain, air portable as an underslung load or air dropped as a palletised load, Special Forces logistic platform and trailer - on display for the very first time outside the SANDF - and that it “attracted outstanding interest from all quarters of the globe”. Tellumat, which specialises in communications and defence electronics, including radar, navigation and avionics systems, Tri-services IFF and UAV data links - already has a multinational world-wide niche market. Fuchs, which manufactures a very wide variety of fuses, already covers markets in the UK and in many other armed forces, including India. There was “a lot of interest” at DSEi their products, especially in their latest M9813 handset electronic time fuze.

Truvelo specialises in sniper rifles, supplies a wide international market, and was “very happy” with DSEi. It again showed off its .50 BMG Truvelo SR 50 anti-material rifle which fires 12.7x99 rounds at up to 1200 m, and can also penetrate 10 mm of armoured plate at 300 m. New at DSEi, and receiving a lot of visitor interest, was its very compact NEOSTEAD security/police 12-bore boltless 13-shot capacity pump action shotgun, whose two barrels can be fed with different cartridge loadings. Hazmat displayed its wide variety of protective canister filters, which are designed to give various required levels of personal protection against inhalation of dangerous gases, vapours and particles. It has recently designed a silicone half- mask respirator that fits all South African face characteristics. TTS Electronics manufactures fire and explosion detection and suppression systems for military vehicles, including tanks, engine housings, airline baggage compartments and major national resource installations. DSEi confirmed that its products are much in demand, especially in the UK and Europe. Eloptro, part of the Denel Group, is involved in hand-held rangefinders, laser (Continued on page 36)
(Continued from page 35)

rangedefinders, laser designators and submarine periscopes. Its star product at DSEi, which attracted enormous attention and praise from many visiting delegations, was its new Eagle Eye Target Acquisition Binocular. This combines a long-range (up to 20 km) laser rangefinder, observation binocular, global positioning system, digital compass, digital camera, and a digital voice recorder - all compacted into one integrated piece of equipment weighing less than 2 kg. At the touch of a button, the Eagle Eye can acquire and display a target’s range, bearing, elevation and GPS location. For Denel, DSEi “had been very good. We have been very pleased with the many visiting international delegations who showed great interest and with whom we made good contacts. Yes, and as result we have received many enquiries from Africa, the Middle and Far East”.

Once again Canvas and Tent experienced “a very high level of interest” in its many proven canvas tents, shelters and associated accessories - many of which have been delivered to such places as Kosovo and other troubled parts of the world into which military forces have recently had to be deployed. “A good DSEi” was its verdict. South Africa’s Alvis OMC was represented on the main Alvis stand, where I was told that the company was now fully engaged in upgrading South Africa’s older tanks and armoured vehicles, such as the well proven Mamba, and giving full support to the SANDF’s logistic trucks. It is also involved both in the development of the Wasp vehicle for airborne forces and, with Armscor, in the new Hoefyster vehicle replacement project.

Night Vision Optics showed off its unique Megaray MR-250 portable system of mini-searchlights. These incorporate various measures, such as high and low beam intensity settings, low frequency strobe and adjustable beam divergence. The product, which has been designed for military (including Special Forces) search and rescue, security and police use, has already aroused considerable interest in Russia, China, France, Germany and the Middle East. "An exceptionally good DSEi" was the company’s verdict, adding the classic extra comment “We didn’t expect this!” There had also been “great and outstanding networking” and several offers of “Can we represent you?” By far the smallest South African exhibit at DSEi was Glo-Toob’s high intensity, waterproof, indestructible, miniature light source designed primarily for a variety of operational uses by airborne forces, and by both Navy and Army Special Forces. It has seven different operational modes and comes in five different colours, and an infra-red version is also now being produced. Not unexpectedly, Glo-Toob told me that they “had an absolutely phenomenal reaction and response at DSEi from American, Canadian, European and other armed forces”.

For DSEi 2003 HMS GRAFTON, a Royal Navy Duke class frigate, and HMS BANGOR, a SANDOWN class single role minehunter, were tied up alongside for visiting delegations to inspect. Exhibitors could also take potential customers aboard to show them company equipment installed and working on board, and give them the opportunity to discuss its operation with the sailors who manned it. A French Navy frigate, FS LATOUCHE-TREVILLE, was similarly moored alongside.

Looking ahead, a senior Armscor representative told me South Africa’s defence had three current priority areas. Firstly, ground-based air defence systems; secondly, replacements for its combat range of fighting vehicle - now the subject of the Hoefyster vehicle programme; and thirdly, to rethink the body sizes and configurations for a multi-ethnic Defence Force, accommodating a different mix of size and shape for uniforms, respirators, internal vehicle design, biological and chemical warfare protective suits, etc. These should be practical, workable and efficient for use in the new South African defence environment.

Last, but by no means least, tucked away in a remote far corner of DSEi 2003 I found one of the most important of all the stands - that of Camel-Bak. Members of the Armed Services operating in high temperature conditions, such as at present in Iraq, need a high daily intake of water. Replacing the old water bottle on the belt, the innovative American Camel-Bak is essentially a water-filled bladder, enclosed in a mini-neprene knapsack worn on the back under combat kit, from which water is drunk via a connecting tube with a bite valve. There are currently over 36 different Camel-Bak variations to choose from, depending on your situation. My friend, who assaulted Iraq’s Faw Peninsula with the British Commandos earlier this year, could not praise his 3-litre Camel-Bak enough. He told me that some 40 000 had been purchased at the start of the Iraqi operation.

There is no doubt that defence technology is currently moving forward very fast on all fronts, and is becoming increasingly sophisticated and internationally interdependent. DSEi 2003 proved to be very successful, but few of us would dare to forecast what DSEi 2005 will be like.

Supporting our nation

By Maj M.P. Morake, Corporate Communication Officer, SAAF HQ Unit

Arbor Day is a day set apart for public tree planting. The members of SA Air Force Headquarters Unit made its contribution towards this year’s Arbor Day by planting four trees at the Corporate Headquarters.
Exposed to new management practices

By Lt Col J.S. Nieuwoudt,
Directing Staff SA National War College, Academic Wing

A certificate ceremony for the second Senior Management Development Programme for the Joint Senior Command and Staff Programme took place at Technikon Pretoria on 18 September 2003, where approximately 120 learners, SA National War College Directing Staff and other military officers graduated.

The Senior Management Development Programme was formerly conducted during the Joint Senior Command and Staff Programme, but is now a prerequisite for acceptance on the Joint Senior Command and Staff Programme (Residential Phase).

Over the years a definite need has developed in the market for different modes of education to accommodate learners who did not have access to formal post-school education or who, owing to the nature of their work environment, have had limited exposure to tertiary education and training.

Consequently, the contents of the Senior Management Development Programme were benchmarked against similar programmes of other tertiary institutions and were adapted according to the specifications of the SA National War College. As a result, the curriculum content of the Joint Senior Command and Staff Programme was also adapted accordingly. Technikon Pretoria, in partnership with People Capacity Solutions, was chosen as the successful candidate to present the Senior Management Development Programme. The curriculum of the Senior Management Development Programme is facilitated over a period of two two-week blocks and comprises various fields of management study and assignments that have to be completed by the learners.

The Senior Management Development Programme deals with issues such as the managing of financial resources in the public sector, designing and developing strategic human capital plans over the medium and long term, managing transformations, financial management and organisational development to support business units within the SANDF. This exposure will benefit the SANDF as senior officers will be exposed to the latest and newest management practices as encountered in the corporate world and thus make it applicable to the military environment.

The Programme has in total six evaluations, both in-group and individual format. These evaluations are designed in such a way that although the programme focuses on best practice in the private sector, the application of this knowledge is ploughed back into the defence industry.

 Learners are required to complete six evaluations. The quality and content of assignments will be reflected in the contribution to the improvement in the current work situation. Assignments are therefore not only a reflection of current theory, but also the application thereof in the work environment. A minimum mark of fifty percent has to be obtained by the learner to pass an assignment and all six assignments have to be passed to qualify for the certificate.

During learning interventions, facilitators with both academic and business experience allow learners the opportunity to apply what they have learned in syndicate format, in which they exchange information in the different services and manifest learning in those areas.

The presentation of the Senior Management Development Programme and the prospects of developing a degree programme is clear proof of the success of the collaboration between the parties. It is foreseen that this partnership between the SANDF, Technikon Pretoria and other business partners will lead to prosperity, not only for the SA National War College, but also for the SANDF and its members. The relationship between the SANDF, Technikon Pretoria and the People Capacity Solutions is a solid one, based on mutual respect and co-operation, and is a relationship that these role players will endeavour to build on. Within this partnership, a career enhancing the Senior Management Development Programme is envisaged that will enable learners to improve their competence in the workplace and also to further their development. The Senior Management Development Programme is also seen as an enabler for DOD management and has direct links with overall DOD management.
Medical breakthrough for Waterkloof

By Matshidiso Pila
Photo: F Sgt Tania Kettles

wing to the creation of new structures on the level of the DOD and specifically the SA Air Force at Waterkloof AFB, a need arose during 2001 for a facility for the GSB Waterkloof within the security area at the base. The previous sickbay facility was identified as the most suitable facility for the new GSB Waterkloof. This then necessitated the moving of the sickbay. After deliberation with the GOC Waterkloof AFB, permission was granted to upgrade the previous library into the current new facility.

After all these challenges that the Waterkloof AFB Sickbay has faced, for example of having to close in 2001 for reasons of deployment, the opening of the new sickbay on 13 October 2003 was a breakthrough for everyone in the Base. Brig Gen L.Z. Make, GOC Area Military Health Formation, did the honour of opening the place on behalf of Lt Gen J.L. Jansen van Rensburg, the Surgeon General. During his speech Brig Gen Make appealed to the SAMHS members, who are privileged to be working in such an outstanding facility, to continue to ‘put people first’, to strive to communicate effectively, to be committed always to the task at hand and to portray a caring attitude at all times.

Two women made history in the DOD when they enrolled and passed the three week Motorcycle Riding Course that was held at 13 Combat Ready Provost Company in Thaba Tshwane. The course started on 22 September and ended on 10 October 2003. One might say this is nothing to get excited about, but not so for these two women, Capt Nowantu Babi from Northern Military Police Region and Sgt Priscilla Bezuidenhout from Southern Military Correctional Facility. They told SA SOLDIER that they were proud of themselves, as they are the first black woman and the first coloured woman to obtain motorbike licenses. They also said that they were not frightened about the fact that they were the first black and coloured women on the course; it was just the motor bike fright, but now it is comfortable to ride. Capt Babi, who likes living on the edge, says her biggest wish is to have a license for the Mamba. Their excitement was made possible by their instructor, WO1 Robert Witbooi from Bloemfontein Military Police, who saw the need for women to have motorbike licenses. He pursued his goal until he got the go-ahead. WO1 Witbooi then came to Pretoria as an instructor for the course. He said that his wish is now to have as many women involved in this and perhaps by next year to have 51 percent of women involved in this course.

Two women, Capt Nowantu Babi and Sgt Priscilla Bezuidenhout, with the man responsible for their achievement, WO1 Robert Witbooi.
Small white balls do not know the difference...

By Matshidiso Pila
Photo: F Sgt Tania Kettles

In every game there is always a winning party. The same thing happened at the Joint Support Division Prestige Golf Day at the Golf Club in Thaba Tshwane on 10 October 2003. Four employees of the Grintek Aviation Company defeated the others, including the generals, as they made remarkable shots that led them to walk away with the magnificent winning trophy.

"Funny that golf clubs and balls do not differentiate between generals and managing directors, most probably because it is a game that requires a high standard of discipline and the latter is most essential to survive in any sphere of life," said Lt Gen T.T Matanzima, Chief of Joint Support, during his speech at the prize-giving function, as he commiserated with those who had lost.

Lt Gen Matanzima said that golf was a prime example of a private-to-forget that awful shot at whatever hole it was. "After all it is everyone’s constitutional right to make a complete fool of him or herself in front of other people."

Navy Band plays a variety of instruments

Having barely recovered from an eventful overseas tour, the SA Navy Band pulled out all the stops for the guests at the Chief of the SA Navy’s gala evening held in Pretoria on 10 October 2003.

The evening which was attended by over 900 guests was yet another opportunity to show that they are not just another military band, but one with a wide-ranging repertoire of military, cultural and popular music; also that they are multi-talented in both brass and cultural instruments with almost every member able to play a variety of them, from the traditional trumpet to djembe drums and even a kudu horn, with equal aplomb.

It was just this kind of music that enthralled the audiences in both Germany and the Netherlands during their tour of those countries for which they received standing ovations all round.

SA Navy Director of Music, Commander Mike Oldham, also gave the local audience some insight into the community project they are involved in where pupils from disadvantaged schools are given instruments which they are taught to use. They also learn to read music. He said they had been extremely successful and had unearthed some promising talent, which they were helping to develop further. He also used this event as an opportunity to challenge other directors of music to do likewise to the definite benefit of the communities concerned.
Determine what leadership behaviour you exhibit

By Lt Col L.M. Xabanisa, COLET

looking at Performance Efficiency Assessment (PEA) from the LCAMPS perspective: Check yourself, and see how have you done. The entire DOD has just completed another round of Performance Efficiency Assessment. The exercise is usually painstaking and relatively long. The aim of this article is not to discuss the process, but rather to reflect on PEA utilising the LCAMPS' Multifactor Leadership in checklist form. This exercise should therefore be seen as contributing to both the Performance Assessment and Leadership behaviours and to improve leadership capabilities.

Transformational leadership

Transformational leaders display behaviours associated with four transformational styles: Idealised Behaviours, Inspirational Motivation, Intellectual Stimulation, and Individualised Consideration. Attributed to them is also a fifth characteristic called Idealised Attributes, based on these four transformational styles.

Now, utilising the checklist below, rate yourself to see how you as a leader relate to the recent PEA when you think of the items associated with each style listed:

2. Inspirational Motivation

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tbody>
<tr>
<td>I talk optimistically about the future</td>
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<tr>
<td>I talk enthusiastically about what needs to be accomplished</td>
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<tr>
<td>I articulate a compelling vision of the future</td>
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<tr>
<td>I express confidence that goals will be achieved</td>
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<tr>
<td>I provide an exciting image of what is essential to consider</td>
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<tr>
<td>I take a stand on controversial issues</td>
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3. Intellectual Stimulation

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<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tr>
<td>I re-examine critical assumptions to question whether they are appropriate</td>
<td></td>
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<tr>
<td>I seek differing perspectives when solving problems</td>
<td></td>
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<tr>
<td>I get others to look at problems from many different angles</td>
<td></td>
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<tr>
<td>I suggest new ways of looking at how to complete assignments</td>
<td></td>
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<tr>
<td>I encourage non-traditional thinking to deal with traditional problems</td>
<td></td>
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<tr>
<td>I encourage rethinking those ideas which have never been questioned before</td>
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4. Individualised Consideration

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
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<tr>
<td>I spend time teaching and coaching</td>
<td></td>
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<tr>
<td>I treat others as individuals rather than just as a member of the group</td>
<td></td>
</tr>
<tr>
<td>I consider an individual as having different needs, abilities and aspirations from others</td>
<td></td>
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<tr>
<td>I help others to develop their strengths</td>
<td></td>
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<tr>
<td>I listen attentively to others' concerns</td>
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<tr>
<td>I promote self-development</td>
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5. Idealised Attributes

<table>
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<tr>
<th>Yes</th>
<th>No</th>
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<tr>
<td>I instil pride in others for being associated with them</td>
<td></td>
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<tr>
<td>I go beyond self-interest for the good of the group</td>
<td></td>
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<tr>
<td>I act in ways that build others' respect</td>
<td></td>
</tr>
<tr>
<td>I display a sense of power and confidence</td>
<td></td>
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<tr>
<td>I make personal sacrifices for others' benefit</td>
<td></td>
</tr>
<tr>
<td>I reassure others that obstacles will be overcome</td>
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Would you like to improve yourself?
**Transactional leadership**

Transactional leaders display behaviours associated with constructive transactions. The constructive style is labelled Contingent Reward and the corrective style is labelled Management-by-Exception which can be either Active or Passive.

Do the same as you did previously - rate yourself:

<table>
<thead>
<tr>
<th>1. Contingent Reward</th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>I provide others with assistance in exchange for their efforts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I discuss in specific terms who is responsible for achieving performance targets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I make clear what one can expect to receive when performance goals are achieved</td>
<td></td>
<td></td>
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<tr>
<td>I express satisfaction when others meet expectations</td>
<td></td>
<td></td>
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<tr>
<td>I clarify what outcomes are expected</td>
<td></td>
<td></td>
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<tr>
<td>I deliver what is promised in exchange for support</td>
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<table>
<thead>
<tr>
<th>2. Management-by-Exception (Active)</th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>I focus attention on irregularities, mistakes, exceptions, and deviations from standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I concentrate their full attention on dealing with mistakes, complaints, and failures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I keep track of all mistakes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I direct their attention toward failures to meet standards</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I arrange to know if and when things go wrong</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I watch for any infractions of rules and regulations</td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>3. Management-by-Exception (Passive)</th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>I overlook to interfere immediately until problems become serious</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I wait for things to go wrong before taking action</td>
<td></td>
<td></td>
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<tr>
<td>I show a firm belief in &quot;If it is not broken, don’t fix it&quot;</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I demonstrate that problems must become chronic before taking action</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I take no action until complaints are received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have to be told what went wrong before taking any action</td>
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</tbody>
</table>

**Non-transactional leadership**

Non-leadership or laissez-faire leadership is the "absence" of leadership. It has a negative impact on effectiveness and satisfaction. These leaders display the following behaviours:

- Rate yourself again here:

**Outcomes of leadership**

Transformational and transactional leadership are related to the success of the group. Success is measured by how often members of the group perceive their leaders to be motivating, how effective they perceive their leaders to be at different levels of the organisation, and how satisfied they are with their leaders' methods of working with others.

<table>
<thead>
<tr>
<th>1. Extra Effort</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>I get others to do more than they are expected to do</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I heighten others' desire to succeed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I increase others' willingness to try harder</td>
<td></td>
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<table>
<thead>
<tr>
<th>2. Effectiveness</th>
<th>Yes</th>
<th>No</th>
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</thead>
<tbody>
<tr>
<td>I am effective in meeting others' job-related needs</td>
<td></td>
<td></td>
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<tr>
<td>I am effective in representing others to higher authority</td>
<td></td>
<td></td>
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<tr>
<td>I am effective in meeting organisational requirements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I lead a group that is effective</td>
<td></td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>3. Satisfaction</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>I use methods of leadership that are satisfying</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I work with others in a satisfactory way</td>
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</table>

**NB:** It should be noted that the method used for the exercise could be inaccurate (ie yes/no checklist). You can rate yourself using the average frequencies based on a scale 0 = Not at all, 1 = Once in a while, 2 = Sometimes, 3 = Fairly often, 4 = Frequently, if not always. The checklist utilised above is just to give yourself feedback on how you perceive yourself with regard to the different leadership behaviours you exhibit.

So add your scores and compare your results between the different leadership styles. Where do you find yourself? How does this compare to the results of your PEA? Are there areas/aspects in which you would like to improve yourself? Enjoy your road to performance excellence.

-LCAMP’s Multifactor Leadership utilised with permission from Productivity Development, Pty Ltd (B.M. Bass and B.J. Avolio) in Ferndale, Randburg.
The action on court was non-stop

By WO2 Patrick Vermaak

The popular Club Mykonos Langebaan holiday resort on the Cape West Coast hosted the second consecutive SA Air Force Squash Championship from 17 to 22 August 2003 and 74 players, representing ten SAAF bases from all corners of South Africa, participated in this prestigious event.

From the perspective of AFB Langebaanweg it has become a feather in their cap, as they have hosted two consecutive SAAF Squash Championships and furthermore that 57 nominations in 2002 had grown to 83 in 2003. The 32 officers, 45 NCOs and five civilians who attended covered virtually the entire spectrum of appointments in the SAAF.

AFB Waterkloof nominated 22 players; SAAF HQ was second with 13 and AFB Langebaanweg third with 12. Members were nominated from as far as AFB Louis Trichardt, AFB Hoedspruit, AFB Bloemspruit, AFB Durban, Test Flight and Development Centre Bredasdorp, Defence Intelligence and the Personnel Services School. Ranks were topped by two full Colonels and ended with five Corporals. Sixty-three men and eighteen ladies were set to compete for honours in the five categories: Mens Open (32), Ladies’ Open (18), Young Masters (17), Masters (8) and Development (7).

The entries read like the who’s who of SAAF squash.

The Men’s Open category had six-times champion, Capt Riaan de Lange of AFB Durban, as the goal to beat while four-times champion, Lt Col Hardus Engelbrecht of 17 Squadron, set the standards in the Masters category. Injury forced him to retire from the final in 2002 and seven months passed before he could play again.

Chilly and wet conditions greeted the players on the Monday morning when they attended the opening ceremony at the squash facility. The SO PTSR, Maj Pieter Bosch, made it clear that owing to the bigger entry the programme for the week would prove quite demanding and it was clear that the action on court would be virtually non-stop.

Each and every category contested provided brilliant action. The newcomers contested the Shield competition and here it was F Sgt Heinrich Fletcher of AFB Hoedspruit who had to fend off a determined Lt Veltie Veldman of AFB Bloemspruit. The latter proved too strong and the Free State won gold after a very entertaining match.

The Ladies’ Open saw defending champion, WO1 Maryke Kostelijk of AFB Waterkloof, overwhelming the challenger, Maj Yolandie Kleyn of AFB Louis Trichardt. F Sgt Karin Steyn took bronze after another entertaining match against Marie Wehl of the Personnel Services School.

The match of the week simply had to be the Masters final between defending champion, WO2 Andy Pentelbury (TFDC Bredasdorp) and Lt Col Hardus Engelbrecht (17 Squadron AFB Waterkloof). Having won the 2002 title by default when Lt Col Engelbrecht had to withdraw from the final owing to an injury, both had much to prove and they certainly gave their all. With the score 2 matches to 1 in WO2 Pentelbury’s favour all depended on the fourth set as both were showing signs of fatigue. Andy played the set of his life to claim his third Masters gold medal. WO1 Keith de Jager (PSSM AFB Langebaanweg) surprised many by pipping Maj Floors Nel (AFB Louis Trichardt) to the bronze medal.

The Young Masters category produced another humdinger final with Capt Ludi Meyer (AFB Waterkloof) taking a well deserved victory over WO2 Thomas Geldenhuys (TFDC Bredasdorp). Lt Johan Barnard (2 ASU AFB Langebaanweg) surprisingly took bronze from F Sgt Hans de Beer (TFDC Bredasdorp).

The Men’s Open final was an electrifying match with six time champion, Capt Riaan de Lange (AFB Durban) pushed to the limit by a young challenger, Lt Luke Rossler (5 AD AFB Waterkloof). Capt De Lange possessed the skill gained from many years of experience, but Lt Rossler proved to be extremely fit and incredibly agile on court, and took his first SAAF Open title in fine style. Sgt Sakkie de Beer took the bronze medal for AFB Hoedspruit.

The doubles final was another very tough match with Capt Ludi Meyer and Lt Luke Rossler taking gold from Sgt Sakkie de Beer and Sgt Pieter Coetzee of AFB Hoedspruit. This was an amazing result as Lt Rossler had just beaten Capt De Lange in the Open final before starting the doubles match!
Every little thing is important to them

By Matshidiso Pila

It is funny how people look at and value life in this world; everyone has his or her own picture and goals to achieve. I am sure God had his reasons for creating each one with different personalities and objectives. But life is no joke for children who go to school or sometimes to bed without anything to eat. On the other hand there are others somewhere who eat and throw food around, not realising the suffering that some have to go through everyday.

It breaks your heart to see a child bursting into tears because of the situation she is going through everyday. This is Kgomotso Baloi, who is attending school at Kwaggasrand Secondary School for children with learning difficulties. She appreciates every little thing she can have for lunch at school every day. Her mother is not working and if it was not for the educational grant she is receiving she would not be able to attend school. Kgomotso revealed all this sad information on 29 August 2003 when members of the Air Force Mobile Deployment Wing (AFMDW) visited her school to provide soup and bread for children who needed it. The Air Force Mobile Deployment Wing (AFMDW) has a feeding project for the school, and serves food on every last Friday of the month. Maj Wayne Oliver, Efficiency Officer from AFMDW, said the need of food in this school was identified and they were catering for eighty learners. Maj Oliver continued by saying that it is their way of trying to be visible to the public. Remember the saying: "Do not judge a book by its cover" - I guess that somebody was right. WO2 "Picky" Graaff, Training Co-ordinator from AFMDW, confirmed this idea when he said: "the school looks very beautiful outside, but one should not think that this is the case internally". It was not only Kgomotso who was delighted about the soup, there was little Morris de Bruyn who could not get enough of the soup and wished it could be an everyday event. His parents also cannot afford food for his lunch box and said it always felt like Christmas whenever they had days like this at school. All the other children seemed excited and overwhelmed about the whole project. The soup was very delicious and the learners could not get enough of it. One wonders how AFMDW will find a replacement for the magic recipe. Mr Adri Pitzer, the father who cooked the soup was on his last day with the unit, as he is going on pension. At least this will not be the case with the bread since Albany is supplying it and will continue to do so for as long as the project can be maintained. On 22 August AFMDW warmed the morning for the people living on the streets of Sunnyside and at Pretoria Station when they served them soup as part of their other project, called "Soup Kitchen".

Promote cultural awareness

By Sivuyiswe Matanga


Brig Gen Alan Norie, the guest speaker of the day, opened the cultural awareness day celebrations by defining culture as the sum total of the attainments and activities of any specific period, race or people, including their implements, handicraft, agriculture, economics, music, art, religious beliefs, traditions and language.

"Our military is part of our heritage and has a culture of its own that becomes part of the sum total I referred to in the definition," said Brig Gen Norie. He also said that the members need to acknowledge and respect this culture and to ensure that they adopt it in the workplace.

Addressing the participants Brig Gen Norie said the purpose in declaring September as Heritage Month was to create a platform to provide and give tangible expression and symbolism to the adopted theme - "National Symbols". It was emphasised that culture need not be disposed of and it needs to be permanent. This was acknowledged by the planting of a Red Currant Tree, the ideal of this was to raise awareness and to inculcate a sense of belonging in everyone in the Unit, according to the chief co-ordinator of the event, Maj Audrey Phambo. South Africa has one of the most diverse cultures in the world. Today each and everyone has to be proud of celebrating his background.

Tree of the Year 2003, as a symbol of Heritage Day.

Each and every population group that was present had a stall decorated to display its culture’s traditional food and dress. The
Blind beatitudes

Blessed are they that refrain from shouting when they speak to me.

Blessed are they that talk directly to me and not to someone else.

Blessed are they that say goodbye to me when they leave so I am not left speaking to the air.

Blessed are they that do not hesitate to say "see" when talking to me.

Blessed are they who tap my shoulder gently when they approach from behind or from the side when speaking to me.

Blessed are they who wait for me to extend my hand before shaking it.

Blessed are they who place my hand on an object such as the back of the chair when telling me where it is, so I can seat myself.

Blessed are they who do not leave me in a strange environment without orienting me to it.

Blessed are they who do not distract my guide dog from being my active eyes.

Blessed are they who do not embarrass me in a group of people by openly referring to my blindness in word or action.

Blessed are they who laugh with me when I tell a joke related to blindness.

Blessed are they who read me the menu and its prices and allow me to order my own meal.

Blessed are they who take me to the cashier so I may pay for my own meal.

Blessed are they who do not distract my guide dog from being my active eyes.

Blessed are they who treat me like a human being, for like it or not I am a human being.

By WO1 V.R. Lwana, OHS WO at 14 SAI Bn

Bright Forever” is the slogan used by the first gospel group in the SA Army called the 14 SAI Soldiers of God, which was started in 1997 by former Capt W. Zincume. The group is composed of uniformed members and PSAP. The leader of the group was S Sgt W.M. Mbunjana, who was transferred to Infantry School in 2000. The group recorded its first album, “Siyabonga Baba”, in 1999. Their second album, “Shintsha Satane”, was released in 2000. The album paved the way for the group to be recognised by a recording company in Johannesburg called “Cool Spot Record Company”. At that time WO1 V.R. Lwana was the leader of the group. Cool Spot took the group under its wing. In 2001 Cool Spot recorded the album of the group called “Sithembe Wena”, which was released in 2002. This group is recognised by many other artists in Southern Africa. The contribution that the group is making to the SANDF is huge as they attend and perform at military funerals, military functions and activities, church services, etc.

The 14 SAI Soldiers of God are involved in many civilian functions in the community and all over the Eastern Cape Province and other provinces. Now their album “Sithembe Wena” is being marketed all over South Africa and is played on national radio and television throughout the country.

The members of 14 SAI Soldiers of God are as follows: Rfn N. Ngceke (leading vocalist), Rfn M.P. Zincume (composer and keyboard player), Rfn M. Bontsa, L Cpl K. Mgxekwana, Rfn M. Dlamini, Rfn Z. Zulu, Rfn T. Diya, M. Rala (PSAP), Z. Mzayiya (leading vocalist, PSAP), V. Lubuzo (leading vocalist, PSAP), N. Mankantsu (PSAP), T. Magwaca (PSAP), A. Velembo (PSAP) and Z. Xintolo (PSAP). Mr W. Mpakama and marketing manager, Ms N. Kewana, are the producers. This talented group needs the support of all the members of the SANDF. For more information please contact WO1 V.R. Lwana at tel no: (047) 536 0157, cell no: 072 171 1477 or fax no: (047) 536 0051.
Christmas bells and jolly Santas

By Dr I. Bux, Medical Officer, AMHU KZN

It is that time of the year again: the time of year when children stay up anxiously awaiting that big man in red to bring them the objects of their dreams. The time of the year when gifts are exchanged and love is shared. By the time you read this message, the high pressure advertising campaigns which have been timed to promote Christmas sales will probably have induced you to purchase a number of gifts you intend to send to friends and family.

I do not in the least mean to write against the giving of gifts at Christmas time. However, what I am saying is that the custom of giving gifts at Christmas is commendable, but it can easily degenerate into a camouflaged commercialism based on the principle of profit from exchange (unless this commercialism is subservient to the true spirit of Christmas). I recently heard Stevie Wonder’s song, “What Christmas Means to Me,” and began some reflection on what Christmas means to me, or rather what it should mean to members in a still new South Africa.

Christmas is a time when Christians usually remember the city of Bethlehem and the good tidings of birth of their Lord. A time when the city streets are dressed in reds, greens and laughter. A time when trees decorate many homes with soft lights and tinsel. I have no doubt that Christmas is a time for celebration and a happy occasion. But more than that, it is a time of peace and forgiving. A time for feeling compassion for the less fortunate.

That is why in my heart, Christmas (not unlike Eid or other religious holidays), is all about giving. It does not necessarily mean giving expensive, elaborate gifts, but giving a smile, giving a hug, warm words and unconditional love. I realise these are things we should be giving anyway, but some of us need an excuse or occasion to give these things. The most wonderful thing about these gifts is that they are free. They do not require a purse well garnished with savings. You cannot buy them at a novelty shop and have them packed in a bright, crisp wrapper. But they are the gifts that make people feel most special.

As Kahlil Gibran says in one of my favourite philosophical works, The Prophet: “You give but nothing when you give of your worldly possessions. It is only when you give of yourself that you truly give!” I have also been thinking about that man everybody loves at this time of the year: Santa Claus. Who was he and how did he become associated with Christmas? It turns out that he is not just a mythical old man who brings gifts to children at Christmas time. He was a real person, Saint Nicholas who lived 1700 years ago. He was the bishop of Lyra, an ancient town in present day Turkey. According to the legend, he was extremely kind and often went out at night to take presents to the needy. His generosity was not bound by any particular time of the year. He was much loved by the community for his kindness and selflessness.

After his death on 6 December, all over Europe celebrated a feast day every year on the anniversary of his death. But later, in England, Saint Nicholas Day festivities were banned when Henry VIII founded the Church of England. They were later resumed when Queen Victoria married Prince Albert, who was German. The festivities and tradition of exchanging gifts were now shifted to 24 December. Santa Claus is actually the German translation of Saint Nicholas. With that history lesson in mind, the point is that Santa was modelled after a man of great kindness, generosity and compassion.

Why cannot we all be a Santa this year, giving gifts of love, compassion and sharing?

Spare a thought for our members deployed away from home during this festive period. Unfortunately, military work must continue and the harsh reality of wearing a uniform means that you may have to spend Christmas and New Year away from home. These holidays do not usually bring a ceasefire to conflict areas. But did you know there was a Christmas truce during World War I? Shortly after the Battle of the Marne in 1914, German soldiers were observed playing games and encouraging the British soldiers to come across the lines to join the fun. Slowly, the holiday spirit spread.

It was not long before yesterday’s foes were today’s friends trading gifts, singing songs to each other from across no man’s land, and exchanging addresses. They even played a game of soccer (Germans 3; Scots 1)! For several days the war was frozen in time and – instead of gunfire - songs could be heard all along the line from the English Channel to the Swiss border. Never in military history was there such a gesture of (Continued on page 46)
goodwill among enemies. Anyone who has ever worn a uniform and spent the Christmas holidays on deployment, flying a mission or dodging bullets cannot help but recognise our soldiers' sacrifice and applaud their commitment. We therefore remember our members spending Christmas and New Year away from home, whether they are in the DRC, Burundi, Liberia or any place away from their loved ones. Why not send them a gift to ignite their hearts with the Christmas spirit, even if it is just a message to say that they are remembered and missed.

A week after this time of giving, we will find ourselves at that strange moment of the year again. A moment that always leaves us pensive and melancholic. A moment of fretting over what resolutions we will make and break in 2004. Happy New Year! That greeting will be said and heard for at least the first couple of weeks as the New Year gets under way. The celebration of the New Year is the oldest of all holidays. It was first observed in ancient Babylon about 4000 years ago.

In the years around 2000 BC, the Babylonian New Year began with the first New Moon (actually the first visible crescent) after the vernal equinox (first day of spring.) The beginning of spring was a logical time to start a new year. After all, it is the season of rebirth, of planting new crops and of blossoming. January 1, on the other hand, has no astronomical or agricultural significance. It is purely arbitrary and it began when Julius Caesar re-synchronised the year and introduced the Julian calendar as we know it.

When New Year arrives we always aspire to something new. This is probably owing to its earlier association with spring, rebirth and blossoming. We feel that something new may happen. But by the mere change in numbers, nothing much is going to change. The morning of 1 January will be no different from the previous morning. I will still wake up to the glorious Durban sunshine and the sounds of the screeching ibis. The point is that the external environment will remain the same. Real change has to come from within.

I know that we may be able to think of countless reasons for feeling sad, upset or depressed. But instead of brooding on our problems, let us take some positive steps towards 2004.

There are so many things we would like to achieve in the coming year, but do resolutions really work? Small goals, sure ... but life-changing resolutions, no! Long lists of resolutions are doomed to failure. Some of these often do not last longer than a few weeks. Rather start small, implementing realistic goals. There is one wish I have for the world during 2004. I pray for peace wherever there is unnecessary conflict. We see the senseless acts of destruction and greed in the media. We may even witness some of them on our external deployment. The only way to achieve global peace is for individuals to bury their pride and realise that peace starts within. Signing treaties and placing nuclear weapons in museums will not necessarily bring peace.

Peace and love must radiate on an individual level, instead of us competing and fighting with each other in the name of clans, religion, etc. Ultimately, let us face it: There is no difference between 31 December 2003 and 1 January 2004. All that will happen is that we have to change our calendars. There will still be pain and suffering, poverty, hurt, anger, broken hearts and shattered dreams. The eternal Arian optimist in me wants to believe that this will not happen. But we have to be realistic. My wishing you a year filled with joy and peace is perhaps unrealistic, for perfection only exists in the dictionary.

So, my pragmatic wish to you for 2004 is: "May you have enough happiness to make you sweet, enough trials to make you strong, enough sorrows to keep you human and enough hope to make you happy". Remember that during these holidays we often have so much fun that we lose our inhibitions.

Sexual misconduct, alcohol abuse, drug use and other social evils raise their ugly heads. Do you not think it is time that the Christmas holidays came with a health warning. Something like: "This season can be dangerous to your health!" So, please have safe sex or no sex! You can have great holiday fun without the alcohol.

And remember that all can share in the spirit of this period. All can give gifts of love and warmth, whether you are Christian or not!

God bless your 2004!
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