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STREET ADDRESS
Defence Headquarters
Erasmusrand
PRETORIA

POSTAL ADDRESS
SA SOLDIER
Private Bag X158
PRETORIA, 0001

TELEPHONE
Tel: (012)355-6341  Fax: (012)355-6399
email: sasoldier@mil.za
website: www.mil.za/magazines/sasoldier

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Government Printing Works
149 Bosman Street, Pretoria
Tel: (012) 334-4500

EDITORIAL STAFF
Acting Editor: Ms Nelda Pienaar
Photo Editor: F Sgt Tania Kettles
Editorial Staff:
Maj Fundile Siyongwana
Ms Nomonde Vuthela
Sgt David Nomthongwana
PO Dennis Ndaba

Text Editor: Ms Karen Muller
Translation Consultant: Ms Euphraat Hopane
Photo Processing: 5 ASU Photo Section
Distribution: Mr Jim Tshabalala
Tel: (012) 355-6341
Layout & Design: Mr Werner. v/d Westhuizen
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FRONT COVER: Councillor Doris Neewat, representing the Mayor of Cape Town, inspects the guard of honour in Jubilee Square during the SA Navy Festival on 20 March 2003. Read more on pages 32 and 33.

(Photo: Cpl Elias Mahuma)

For the latest news on defence matters in South Africa, visit our website at: www.mil.za/magazines/sasoldier
From the Editor's desk

Welcome to the May 2003 edition of SA SOLDIER. We are celebrating our second anniversary as the official monthly corporate magazine of the Department of Defence!

Thank you for your loyal support and compliments throughout the year. It shows that you, our readers, have made SA SOLDIER your own! Never forget that it is your publication and your comments will always be welcome.

We are sure that you will enjoy this month's copy of SA SOLDIER, as always. To continue on this festive note: the SA Navy held their annual festival, which is the largest event put on by the SA Navy, and one of Cape Town’s greatest events. The festival began on the day that V Adm Johan Retief, the Chief of the SA Navy, celebrated his birthday - 20 March 2003. Congratulations, Sir, may the year ahead only brings you peace, prosperity and joy!

There is no SA Navy festival without a dry dock concert and the SA Navy Band. The dry dock concert concept is just brilliant: a live band concert in which the SA Navy Band gets to strut its talent at a venue almost magical. When the lights go on, what is in reality a huge pit used to service ships comes alive. The crests painted on the walls of the dock add another plus to creativity - This was all part of the festivities put together by the people’s Navy, which did it once again! (Please indulge in more detail on pages 32 and 33.)

An added bonus this month is an in-depth article on the 2003 budget highlights of the Department of Defence. On 26 February 2003 the Minister of Finance, Mr Trevor Manuel, delivered his annual Budget Speech in Parliament. He announced a R 13.3 billion reduction in personal taxes. This will result in DOD personnel having R126 million more to spend.

The DOD budget has exceeded the R20 billion mark for the first time with an increase of R1,635,698,000 from 2002 to 2003. This was mainly due to the increase in the Defence Strategic Packages of R558,134,000, procurement of the maritime helicopters to the tune of R312,496,000 and the increased allocation for peacekeeping operations of R200,000,000. Additional funding was also received for increased internal deployment, the Military Skills Development Programme and Reserve Force utilisation. (Read more on pages 16 to 18.)

I should like to thank my supportive Editorial Team and the Editorial Board members for their hard work and valuable contributions throughout these two challenging years. We are busy harvesting the fruits of our hard labour. Well done!
**I will staff myself**

This is to remind my colleagues in the DOD that it is a new year and registrations at educational institutions will take place. I want to share the following story with you.

I studied with a Private (SA Army) at Centurion College last year. He studied technical subjects, including mathematics. Because of his impressive results in mathematics his unit registered him with the Pretoria Technikon for 2003. This means in future this person will no longer be at the gate as an “RP”.

I encourage members that with education you will never cry about staffing in the DOD. Many people imagine you do not have to study except what concerns your mustering. I am a qualified military policeman, but I am proud to say that I hold an N5 Certificate in Electronic Engineering, for which I studied during evening classes at Centurion College between 2002 and 2003.

You can be in one corps and be interested in another - my advice is to study in the direction you desire. You will staff yourself because I know you will have qualifications that those who are already staffed do not have. You can be in the infantry, but if you can produce a diploma in policing I am sure you can be staffed as an “MP” if that is your dream.

Gone are the days when the military was about physical strength. Now it is education, qualification and technology. So invest in it - Cpl N. Ngcobo, Dequar Military Police.

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**Beware Mr Health Assassin**

Mr Assassin! Mr AIDS! You robbed me of my brothers and sisters when I was still unaware of your presence. You took my father and mother while I was sleeping. I was fast asleep when you took my breadwinner away from me. You even scavenged my wallet through the many funerals. But, beware Mr AIDS - medicine is in process to demolish your movements. Now I am aware of you. You have made children parentless. All over the world you spread your seeds. Beware your day will come

- F Sgt Botya, Hoedspruit AFB.

---

**Discipline and soldiers**

This is a very informative magazine. Thanks to all those who put so much effort into it. As I am a part-time soldier under the Commando system, and proud to be a soldier, it is an honour for me to wear a uniform of the SANDF. To be a soldier is not just to be at war and always in a conflict situation. It is about honour, pride, dignity and tradition.

**Honor:** This is to serve your corps to the best of your ability even if it means laying down one’s life to serve.

**Pride:** This is to serve in such a way that all people look at you and your subordinates look up to you.

**Dignity:** This is to serve in such away that you treat all people as human beings and command their respect.

**Tradition:** This is to uphold the traditions of your unit, your corps, and your country.

After explaining these four important ground rules of being a soldier I would like to stress that a soldier in uniform should at all times be well dressed, neat and clean and show esprit de corps.

- Sgt J.W. Stoop, email.

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**We appreciate our leader**

A true leader deserves the loyalty and respect of his followers. Although this is often granted, it is very rare that subordinates express appreciation for what the leader does. This is one of those rare moments. The prosecution section of Legsato Thaba Tswana would like to express its gratitude to Capt A. Pedro. With good reason, this member has been voted the best unit adjudant in the Legsato Thaba Tswana area of responsibility.

Capt Pedro has the rare ability to prioritise cases in a manner that avoids unnecessary delays. Furthermore, timeous feedback is often gained from this member even when (as is often the case) an enquiry is made at short notice. With regard to disciplinary hearings, he never leaves matters outstanding, but finalises them at his earliest possible convenience, which leads to a steady rate of disciplinary hearings. This holds true for both units that he has served: Group 15 and GSB Garrison.

When Capt Pedro took over as adjudant of GSB Garrison on 8 April 2002, he left his previous unit with no outstanding disciplinary hearings and only one “CMJ” (which had already been scheduled for finalisation at his time of departure). He took over at GSB Garrison, a new unit, which still had outstanding cases from the days of Gauteng Command HQ Unit. He tackled the bull by the horns and has finalised all but one disciplinary hearing. He has finalised all outstanding investigations, which is not a small feat by any stretch of the imagination.

When this member went on courses during his time at Group 15 he ensured that he handed over properly to a competent successor, namely Lt Bavuma. As a result, when Capt Pedro left Group 15 for GSB Garrison, Lt Bavuma took over as adjudant and is himself now highly trained - due to Capt Pedro. During his tenure at Group 15 he also had to see to the finalisation of legal aspects of commandos falling under the auspices of Group 15. He was able to handle this with ease and should witnesses or accused be needed from the commandos, he is able to comply without fail.

Capt Pedro took over his adjudant duties at a time when there were still outstanding promulgations from the old Gauteng Command HQ Unit days. He managed to finalise all these promulgations and this unit is now current. What must be appreciated is that some of these were outstanding as of 1999 in some cases.

Capt Pedro managed all Boards of Enquiry, Pls and Rule 8 Investigations at Group 15. All these investigations were of such a high quality that it was never necessary to get additional statements or to reopen the BOI or PI. The same holds true for his work at GSB Garrison.

As adjudant he ensures that all
Soldiers take a stand

How do we go about protecting our country from outside threats, whereas we are unable to conquer the inside threat with which we are faced? We are confronted with an invader, yet we are not taking a stand, forgetting that it does not matter how loyally and durably we protect our country. It counts against us, because this enemy is attacking us in a vulnerable area. This adversary has the capacity to end human existence. The only way to victory is to take a stand and acquire power over this adversary. AIDS is an enemy that is often unseen. If we start by approaching internal affairs, we will be able to control external issues. Soldiers, take a stand - L Cpl K.J. Mokwena, Bloemfontein.

A poem for our soldiers

Viva SANDF! Viva protection viva! Our SA soldiers how nice you are! They have a spirit of togetherness. They show reliability in their work.

Really, our soldiers bring us a smile and all sadness disappear when they are with us. Our soldiers continue, don’t ever give up.

South Africa, let’s try to build peace. Peace which we can share with our neighbouring states. SANDF let’s try to maintain peace in rich and poor places. - V.R. Makakaba, Swartklip.

Capt A. Pedro.

Felocty and a Maestro

Keep interested in your career for upgrading yourself and others is the fruit of life.

However, humbleness is a real possession in the changing fortunes of time.

Many people strive for high ideals and everywhere life is full of praise. Be yourself, especially do not feign glory.

Refrain from self-proclaimed and aggressive persons. They are vexation to the spirit of moderate.

If you compare yourself with others, you might believe in showing-off and thus become feeble, bitter and vain.

For always there will be lesser and greater persons than yourself.

Enjoy your journey, as well as your self-esteem - L Cpl T. Khumalo, SA Army Support Formation.

Representing your country

A soldier is one of the instruments the country cannot do away with. I wish to represent my country in any other country, in helping to fight for peace. This is my wish and dream I want it to become true. I want to be like an apparatus. An apparatus does things no one can take away, erase, destroy or forget what it has done, and that’s what I want to do for myself, my wife, kids, country and especially to make the SANDF proud.

I joined the Army because I wanted to defend my country, its borders and the government of the day, but representing your country in another country is more than an honour. It is something one will never forget - Sgt V.I. Jacobs, Group 22, Kimberley.

Good working relations

I have been staffed in the SA Army Armour Formation HQ’s Force Preparation Section as an ETD Senior Administration Clerk for the past two years. I have never felt that I am a junior black person among the eight white senior officers and one black senior officer in our Force Preparation Section under Col G.M. Ingram, SSO Force Preparation. “Ek koop nie gesig nie”, but let skilled leaders be rewarded for their good leadership.

I would like to thank the Force Preparation Section and all other sections in the Armour Formation HQ who are always committed to work as a team and maintain a high standard of discipline regardless of colour or race. If all SANDF members can work like the SA Army Armour Formation HQ, Force Preparation Section, no difficulties will be experienced in our organisation - S Sgt O.J. Sesinyi, Pretoria.

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.
**Looking for relatives: SAAF graves in Korea**

The Embassy of the Republic of Korea is currently trying to trace the families of eleven South African soldiers who fought in the Korean War of 1950-53, died in action, and whose remains are buried in the UN Memorial Cemetery in Pusan, Korea. It is understood that all were members of the SA Air Force.

They were Capt John F.O. Davis, Lt Tertius Liebenberg, Maj Lionel B. Pearce, Lt Jesse P. Verster, Lt Richard A. Harburn, Lt John Moir, Lt Michael H. Rorke, Lt Kenneth Whitehead, Lt Jack N. Lellett, Cpl William D. Patterson and Lt Robert L. Staats.

Relatives should call the Defence Attaché, Embassy of the Republic of Korea, at tel no: (012) 460 2508/9 or fax contact details to fax no: (012) 460 1137.

**Danger ahead**

Can’t you hear the warning? Can’t you see the events?

Don’t you know the difference between right and wrong?

Trust someone but never trust anyone Believe in yourself and don’t let your life be ruined by anything.

For AIDS will take you six feet underground But safe sex allows you to live long.

Stop the crying, stop the dying, and stop unsafe sex - F Sgt M. Botya, Hoedspruit AFB.

**Live by the rules**

The Code of Conduct is basically meaningless because not all members of the SANDF have got the necessary self-respect, self-discipline and commitment to live by these few simple rules.

In every organisation there is a standard of conduct to which members are expected to conform. Respect for the Code of Conduct and for the spirit underlying it is the moral duty of every member of the SANDF. Then its implementation would become a habit and its infringement a condemnation - WO2 C.S. King, 68 Air School.

**Allocation of ranks**

Our defence, our freedom, our democratic country. All these sound wonderful, but when you want your rank it becomes a negative issue. Africans refuse to grant opportunities to get the ranks back. It is very irritating to receive promises, but nothing comes of them. We as members of the Non-statutory Forces have our ranks, but we do not know how we can get our ranks back. Favouritism is still continuing. If this problem cannot be solved by the Infantry Formation, the issue will be published in the media. Later the barrel will solve the problem.

Another problem is to change one’s military driver’s license to a civilian license - we use the same public roads. Why can’t the Infantry Formation change our licenses? - Worried troops from 1 SAI Bn, Bloemfontein.

* Here follows the response from Maj Gen D.M. Mgwebi, General Officer Commanding, SA Army Infantry Formation - Ed:

**Allocation of ranks**: During the integration process members of the former Non-statutory forces were allocated ranks according to their qualifications and experience. An objective integration committee consisting of representatives of all the former forces and the British Military Advisory Training Team (BMATT) ensured that the integration process took place in a fair and responsible manner. All integrated members were given ample opportunity to appeal against the ranks allocated to them and a number of members were given higher ranks.

**Conversion of military licenses**: At some stage the Department of Transport gave military members the opportunity to convert their military licenses to civilian licenses. This situation is not applicable anymore and members who would like to have civilian licenses should apply for them via the local Traffic Department.

**Communication problems**: The problems of individual members of 1 SAI Bn cannot be solved via SA SOLDIER or any other media institution by threats from the unnamed worried troops of 1 SAI Bn. Official communication channels do exist at 1 SAI Bn and members are also welcome to make use of the communication boxes available throughout the unit. Threats by these unnamed troops that “Later the barrel will solve the problem” are unacceptable and uncalled for and is an indication of undisciplined members who have no respect for themselves, for other members or for the SANDF.

**Misconduct pertaining to the Code of Conduct**

With regard to the Code of Conduct, subordinates should be fully respected, given more support and treated fairly. It was vital for the Head of the DOD to have initiated this code in response to unsatisfactory work performance and behaviour and so to help Divisional Officers to make sound decisions and achieve state of discipline.

It should be clearly stated that the disciplinary code is simple and is not a substitute for management, but is rather an expression of the DOD policy on discipline, the purpose of which is to minimise disciplinary problems. The rules which the employees are required to keep in mind and the standards which they are expected to maintain must be clearly communicated, understood and accepted.

The main objective of the disciplinary code should be to bring back acceptable standards of performance and behaviour, and to punish employees with corrective training and not simply just get rid of him - LS R.J. Leola, Saldanha.
Africa will be saved

I write this as a dedication to my fellow colleagues, patriots and countrymen who served in Burundi before me.

A foundation is usually laid with sand, cement and water. There is also a foundation that is laid by courage, deeds and spirit. You have laid the foundation and set the standards. We will pursue the mission, vision and aim of stabilising Africa as laid down by our leaders.

To all South Africans: “Here I am, in the SANDF, miles away from home because I serve my country with loyalty and pride.”

We are going to build the African Renaissance from the foundation of love that you built among the orphans and widows of Burundi. I call upon all beloved Africans to let the spirit of reconciliation prevail from all corners of our continent. Let us not forget those unsung heroes and heroines everywhere in the world who sacrificed their lives - a work of our forefathers, who sacrificed their lives for Africa.

I stand here in Burundi as “sauza three” (Ops FIBRE SAPSD 3rd Contingent) and pledge to support all Burundians in finding long lasting solutions to their disputes. I hereby pledge that I will not advance or harm the interests of any political party or organisation and I will accept personal responsibility for my actions so as not to belittle my country and its leadership. I will carry out my mission with courage with the sole aim of attaining peace and stability in Africa. To all my colleagues in other parts of Africa with the same obligation, I encourage you to abide by the Code of Conduct and be true ambassadors of South Africa. It is because of you that Africa will be saved - Cpl M. “Dodos” Dikana, 43 SA Brigade, Burundi.

Ops MISTRAL 3

Ops MISTRAL 3, I salute you! Hoist that flag, hoist, Let it fly aloft.

Men and women in uniform, From east to west, And north to south,

Men and women of the SANDF, You’ve displayed the SANDF colours.

Soldiers who took the sword, The people of this land are proud of you.

The sword of the Code of Conduct. Your character is good,

Ops MISTRAL 3, I praise you! Your discipline is reality.

With swords of discipline, Shoulder to shoulder, walk proud.

You have won. Return home with that prize, The prize of Ubuntu! Ops MISTRAL 3

Yes, the nations are proud of you. - F Sgt L.I. Mothaba,

From sector to sector, Acht Kisangani Sector (DRC).

The people of this land salute you! R100-00 will be awarded to the best letter received.

Do the right thing

Not many people are aware of the fact that the Code of Conduct for the Public Service is gazetted and is part of the Public Service Regulations 2001, which came into effect on 1 January 2001. Briefly, the regulation states that the code is a guideline to employees and indicates what is expected of them from an ethical point of view. It should be pointed out that this code is not an exhaustive set of rules regulating standards and conduct. Furthermore, it should be noted that an employee is guilty of misconduct if he or she contravenes any provision of the Code of Conduct or fails to comply with the provision thereof. The Code of Conduct can be seen as a basis from which to act in rooting out corruption, misconduct and poor service delivery. It is my view that by implementing this code, government is providing structures and legislation that can eradicate and improve service delivery within the Public Service. It is now left to every employee to do the right thing and commit to the Code of Conduct - Mr P. Ramsing, Pretoria.

Code of Conduct

The Codes of Conduct certificates are on the walls, some of us have pledged our commitment to these Codes and some have signed certificates to this effect. But does this mean that we are now all morally inclined and ethically converted members of the Department of Defence intent on doing the right thing right? Maybe it is time we take a good look at ourselves and ask a few questions. Some of these questions may be: What does ethical conduct constitute? What does adherence to the Codes in fact imply? Are our leaders setting a proper example to their subordinates? Do subordinates understand their roles and responsibilities within the organisation? How are military members treating their civilian counterparts? Do mutual understanding and tolerance of one another exist in our organisation? How can we weed out corruption in our organisation?

These are but a few of the many burning issues which affect our daily lives. In order to stimulate critical thinking in this regard, readers are invited to share their ideas and thoughts on this subject. The best contributions will be published in SA SOLDIER. A monthly prize of R100-00 will be awarded to the best letter received.

Short letters are encouraged. All letters must include the writer’s full name, address and 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 e-mail to sasoldier@mil.za.
The Military Academy is a training unit of the SANDF and houses the Faculty of Military Science of the University of Stellenbosch. It provides university education which will equip members of the SANDF and DOD with knowledge, contextualised and appropriate conceptual skills and insight, thus enabling the SANDF not only to cope with a fast changing environment, but also to meet the demands of the future.

On successful completion of the undergraduate studies the student is awarded a B Mil degree from the University of Stellenbosch. The language medium used for tuition and evaluation is English.

Although the Military Academy previously only provided for residential undergraduate studies, it has also embarked on a pilot project for Distance Education since the beginning of 2003. This option allows a student a maximum of six years to complete his studies.

Distance Education will be available to all serving members of the SANDF and PSAP (Public Service Act Personnel) members of the DOD.

Candidates must be computer literate by the time they commence with their studies.

Compliance with the minimum academic entrance requirements as prescribed by the University of Stellenbosch.

Matriculation exemption with a D-aggregate.

Compliance with the minimum programme-specific entrance requirements as prescribed by the University of Stellenbosch.

Recommendation by Military Academy Selection Board.

Students who do not comply with the aforementioned prerequisites, but have passed Grade 12 (Std 10) may present themselves for a psychometric evaluation.

Successful completion of this evaluation will allow the prospective student entry into the Preparatory Certificate in Military Studies (obligatory 1 semester - 6 months - residential course). Achievement of the prerequisite performance level will ensure conditional enrolment for the degree programme.

Distance Education at the Military Academy is presented in the following three fields:

- B Mil Programme in Security and Africa Studies
- B Mil Programme in Organisation and Resource Management
- B Mil Programme in Human and Organisation Development

All eligible officers who are interested in studying at the Military Academy from Jan 2004 are invited to seek the written approval of their Officers Commanding and respective Career Managers to apply to attend the psychometric tests and Selection Board.

Enquiries

Distance Education Co-ordinator: (022) 702 3128
Communication Officer: (022) 702 3004
Fax Number: (022) 702 3049/3060
Entrench a culture of pride

New stable belts.

By Maj P.I. Moeketsi, SO1 Research and Writing
SA Army Communication
Photo: Sgt David Nomtshongwana

The SA Army has once again demonstrated its never-ending ability to thrive, by introducing the newly designed and unifying stable belt, which is best suited to the family of lions.

The fundamental nature of this effort seeks to entrench a culture of pride in the spirit of one SA Army, unified in its mission of providing a credible, cohesive, joint landward defence capability in service of the Republic of South Africa.

Although the project has just been recently completed, it is by no means a new concept. It formed an integral part of the decisions taken by the Joint Military Co-ordinating Council (JMCC) held in January 1994, which concurred with the view of replacing the existing SA Army emblem and other symbols.

In the light of this decision, it is abundantly clear that the creation of the new stable belt is not only a significant element of the entire transformation process, but also indicates the new SA Army growing from strength to strength, as embodied in its symbolic communication.

The colours reflected on the stable belt encompass the following components and structures of the SA Army:

- **Chilli Red** - this is the colour of the SA Army.
- **Golden Yellow** - the golden yellow stripes appearing between colour variations represent all training and force preparation aspects of the SA Army.
- **Oxford Blue** - this colour represents the SA Army Artillery Corps and SA Army Air Defence Artillery.
- **Garnet** - this colour represents the SA Army Engineer Corps.
- **Flag Blue** - this colour represents the SA Armoured Corps. It also indicates the SA Army’s allegiance to constitutional supremacy.
- **Rifle Green** - this colour represents the SA Infantry Corps and SA Army Intelligence.

It is the wish of Lt Gen Gilbert Ramano, the Chief of the SA Army, that this important milestone in the new SA Army serves as an everlasting symbol of inspiration, dedication and sacrifice, and also that all members belonging to “the pride of lions” wear this item of uniform with honour, dignity and pride. The first issue of these stable belts will be at no cost to all SA Army members.
he determination to free South Africa from the oppressive system of apartheid and a strong will to overcome the most difficult obstacles were the strongest motivators for Lt Gen Gilbert Ramano, Chief of the SA Army, when he left the country in 1962 to join the armed struggle. Botswana was the first step to thirty years of exile and struggle. It was also the beginning of thirty years of hardship, suffering and danger and not knowing if one would ever see South Africa again.

Fallen comrades left behind in graves all over Africa and in countries in other continents give witness to the sacrifices of the men and women who left South Africa to contribute to the noble cause of liberation. For the veterans like Lt Gen Ramano who joined the struggle in the early years movement in Africa was very difficult because some African countries were still under colonial rule and were hostile to any liberation movement. Co-operation with liberation movements from other African countries and observing their successes in liberating their home countries made the difficulties and hardships more acceptable. Who is the man who succeeded in his military career from being a determined freedom fighter to be the Chief of the SA Army in a free and democratic South Africa?

Lt Gen Ramano was born on 7 July 1939 in the old Sophiatown (Alexandra). He completed his school career at Madibane High School and worked as a senior clerk at the W.N.L.A. mines depot in Johannesburg during 1961/62. He has a strong character and a no-nonsense approach. His stance against smoking and alcohol abuse is well known. He is a role model to others and a strict disciplinarian, but also a committed family man. He is married to Bester and they have four children. The General speaks six languages and is fond of reading. His interests in agriculture and gardening are equal to his interests in sporting events.

During the period he was in exile he received training in Egypt (Special Forces), the former Soviet Union, Tanzania and Zambia. He completed the Russian Staff Course in 1971 and the Zimbabwe Staff Course in 1994. During his stay in Zimbabwe he obtained a diploma in project planning and management.

Lt Gen Ramano returned to South Africa in 1992 to organise and prepare returning freedom fighters for integration into the newly created SANDF. In May 1994 the General was appointed as the first Officer Commanding of the Wallmannsthal Assembly area. Resistance to change on the one hand and the crisis of expectations on the other created an explosive mixture, which led to serious incidents at Wallmannsthal, Tempe and Phalaborwa during the first years of transformation. A tremendous effort by Lt Gen Ramano stabilised the situation. When asked by his Zambian counterpart about the progress of transformation in the SA Army, the General responded that “we have made progress in transforming the SA Army, but sometimes you needed the patience of a donkey”.

In July 1994 the General was appointed as the Chief Director Integration. During 1995 Lt Gen Ramano completed the Strategic Level Joint Staff Course. This was followed by his appointment as the General Officer Commanding Northern Cape Command in July 1995. On 1 May 1997 he was appointed as the Deputy Chief of the SA Army and on 1 July 1998 as Chief of the SA Army. True transformation within the SA Army started with his appointment.

Milestones of this process were the transformation work session towards the end of 1998, the introduction of the Integrated Provide Army Forces (IPAF) System, the closure of the SA Army commands and the establishment of type and support formations. The visit by President Thabo Mbeki and the unveiling of the new SA Army emblem, “a pride of lions”, at the transformation parade in March/April 2000 were the highlights of those days. A balanced approach and the ability to listen to others are characteristic of the leadership of this freedom fighter and soldier of forty years’ duration.
The rifle is an integral part of a soldier’s existence. To be a soldier means being an above-average shot.

In the military context it is the primary responsibility of every soldier to ensure that he develops his shooting skills to the maximum extent and maintains them at an acceptable level so that he can employ his rifle with confidence.

The ability to shoot well is not an inborn talent, but like any other skill it is only acquired through dedicated practice and a determination to shoot well.

There is the strange belief that only infantry soldiers should be good shots. In times of war, conflict and even during peace-support operations opposing forces will not cease firing because they are facing a clerk or storeman. Every soldier must be able to defend himself and his comrades during battle, irrespective of his corps.

The training a soldier receives provides him with the necessary shooting skills. To maintain these skills, without having to go to the shooting range every time for live firing, the SA Army has provided shooting simulators.

By order of Lt Gen Gilbert Ramano, Chief of the SA Army, a shooting simulator system was established at the Dequar Road complex to enable the soldiers of the Army Office and the formation HQs to maintain their shooting skills. Lt Gen Ramano has also instructed his commanders that every soldier in the SA Army is to participate in the “Chief Army Table 2 Shooting Competition” on a competitive basis and succeed therein.

A soldier who cannot shoot well should not be characterised as a soldier, because a soldier is after all a person who knows how to use a rifle effectively.

Develop ethics and values

Regimental and Formation Sergeant Majors of the SAMHS and various members of other Services attended a one-day seminar at 1 Military Hospital on 26 February 2003. The introductory seminar on Principle Based Leadership - “Deal with honour” - was presented by Pointman Leadership Institute under the auspices of Project GAZETTE, which closed down at the end of March 2003.

The aim of this seminar was to regenerate passion in the workplace and make people excited about being soldiers. It also aimed to change the DOD towards a culture of excellence.

According to Col Bobby Keller, Director Management and Renewal Services in the SAMHS, the seminar will contribute to a programme promoted by WO1 Rodney Wilson, the Warrant Officer of the SAMHS, to empower the non-commissioned officers.

The SAMHS also envisaged running a few of these seminars for patients’ administrators, programme managers and instructors at training formations. “We feel that our leaders must master their personal character before embarking on leadership training. Results and feedback have been excellent, all the RSMs are taking the knowledge to the soldiers and leadership principles will be the building block for leadership in the SAMHS,” said Col Keller.

The content of the seminar included leadership and character, overcoming the natural deterioration of powerful leadership, eight character traits, understanding the hidden dangers of a successful organisation and an introduction to ten time-tested principles that can change the way you think, and application.

Interested parties can contact Lt Col Japie Croukamp, contact person for leadership development in the DOD, at cell no: 082 898 6928.

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Tanks for the future

By Maj S. Jamneck,
SO2 Communication,
SA Armour Formation

After World War II a number of Centurion MK1s were obtained from Britain. These tanks were upgraded to Olifant Mk 1A between 1976 and 1984, and from 1989 to 1994 upgraded to Olifant Mk 1B. During which time 44 tanks were produced before production was stopped, but commissioned.

During 2000 the project was reinitiated in order to ensure a tank capability for the future. The problems that were experienced were resolved and the first three tanks were upgraded in order to comply with the user requirement. During this time the engine was upgraded from 760hp to 1 040hp and a new gun drive system incorporated with a target designation, and an engagement system was developed. The first three production tanks will be used for training, and the performance of an operational test and evaluation by the user. These tanks will undertake a fully simulated war mission in order to ensure conformance to the user requirements.

After acquisition approval, the rest of the tanks will be upgraded. The first complete squadron will be delivered to the user by 2005.

The Olifant Mk 1B tanks will be in service from 2005 to 2015 whereafter they will be phased out and replaced by a new main battle tank. Special thanks to Armscor and ALVIS OMC as the main contractors, as well as RDL, IST and Delkon for their contribution.

Wearing to our military attachés

On 25 March 2003 Armscor hosted a formal annual welcome function for more than 55 foreign military attachés representing their respective countries to the Republic of South Africa.

Armscor hosts this annual event for the defence community to fraternise with each other. The occasion is also held to welcome back old friends and newly appointed military attachés.

The function was attended by 25 March 2003 Armscor hosted a formal annual welcome function for more than 55 foreign military attachés representing their respective countries to the Democratic Republic of South Africa.

Armscor hosts this annual event for the defence community to fraternise with each other. The occasion is also held to welcome back old friends and newly appointed military attachés.

The function was attended by foreign military attachés from the continents of Africa, Europe, Latin-America, Asia and the USA. Mr Sipho Thomo, the Chief Executive Officer of Armscor, officiated the function, and he was accompanied by Mr January Masilela, the Secretary for Defence, in his capacity representing the DOD.

Mr Thomo warmly welcomed the foreign military attachés back in South Africa. He expressed his gratitude with which Armscor treats the existing relationship between his organisation and the foreign military attachés.

Mr Elias Mocheodi Phiyega, the General Manager of Armscor Corporate Services, explained this welcoming function of the military attachés is an ongoing tradition, which has cemented healthy working relations with every country represented in South Africa.

Col Mike Wansink, the Canadian Defence Advisor, on behalf of the military attachés, thanked Armscor for arranging this special day, and welcomed the new military attachés in South Africa. (Article by Maj Fundile Siyongwana)
The **Navy** is progressing well

By PO Dennis Ndaba

The Chief of the SA Navy, V Adm Johan Retief, held a media briefing on 13 March 2003 at the Naval Mess in Pretoria to report back on the state of affairs in the SA Navy. During the briefing V Adm Retief introduced the Chief of Naval Staff, R Adm Refiloe Mudimu, who gave the presentation as someone who has played a pivotal role in the achievement of the SA Navy.

R Adm Mudimu said that despite various problems which are not uncommon in building a brand new class of ship, the SAN MEKO patrol corvette building programme is progressing well. Two ships have been launched and named and a third will follow shortly. SAS AMATOLA (f145), the first ship of the class, has already undergone a most successful series of ship and machinery trials. The second, SAS ISANDLWANA (f146), will undergo a similar series of trials later this year.

SAS AMATOLA is expected in Simon’s Town later this year when the installation of her combat suite will begin. The locally designed and built combat suite is at an advanced stage and it is currently being tested in the integration test bed in Simon’s Town.

All three of the type 209 submarines are being built in Kiel and work is progressing well. The project is running according to schedule and all the milestone dates are being met. The delivery dates to the SA Navy remain on track. They are: 1st submarine: July 2005; 2nd submarine: July 2006 and 3rd submarine: July 2007.

Transformation in the SA Navy is progressing well in accordance with the White Paper on the Transformation of the Public Service and the DOD Human Resource Strategy 2010. Racial targets have been set and the service is coping well with these. The current racial breakdown is as follows (targets in brackets): African: 33% (60%), White: 29% (23%), Coloured: 28% (15%) and Asian: 10% (2%).

The SA Navy acknowledges the right of women to serve in all ranks and positions, including combat. Women are thus able to serve on all classes of vessels, excluding, for various practical reasons, the Daphne class submarines. However, it is envisaged that with the arrival of the type 209 submarines in 2005, the factors constraining the integration of women into seagoing posts within the submarine environment will be greatly reduced. There are currently women serving on board the combat support vessels, mine countermeasures vessels and strike craft. At present there are 613 women serving in the SA Navy, which represents 13% of the total strength.

The current strengths in the SA Navy are: 4 609 uniformed personnel (71% of the total strength) and 1 841 (29%) Public Service Act Personnel (PSAP). The Human Resources Strategy 2010 envisages a new way for members to serve in the SANDF in the future. This comprises three career stages: Military Skills Development System, the Core Service System and the Senior Career System. The Military Skills Development System aims to recruit young South Africans for a period of two years, after which some will be absorbed into the Core Service System while the remainder will be transferred to the Reserves for a period of five years. There are currently 414 members under training at SAS SALDANHA.
On 26 February 2003 the Minister of Finance, Mr Trevor Manual, delivered his annual Budget Speech in Parliament. He announced a R 13.3 billion reduction in personal taxes. This will result in DOD personnel having R126 million more to spend.

Economic growth proved resilient in 2002, picking up to 3%. GDP growth of 3.3% is projected for 2003, rising to 4% by 2005. Following the rand’s recovery during 2002, CPIX inflation started to decline after peaking in November 2002 and is set to fall within the target range in 2004. Investment increased by 6.3% in 2002 and is set to grow strongly in the years ahead, buoyed by robust public infrastructure spending, several major mining projects and diversified manufacturing growth. Formal sector

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Income tax payable by individuals younger than 65
employment increased in 2002 for the first time since 1996. Labour productivity continues to improve steadily, increasing the competitiveness of the economy and helping to stabilise prices. A surplus on the current account of the balance of payments was recorded in 2002, despite sluggish global demand for South African exports. Manufactured exports continue to grow strongly, tourism is booming and trade performance is expected to benefit from a global recovery in the years ahead. Net foreign direct investment reached R12,8 billion in the first three quarters of 2002. Gradual liberalisation of exchange controls continues this year, supporting global expansion by South African companies and the unwinding of blocked assets. Further liberalisation of exchange control is proposed to support the further integration of South Africa with the global economy.

**Tax proposals**

Personal income taxes will be cut by R13,3 billion. People earning below R30,000 a year will not pay personal income tax next year. The tax on retirement funds will be reduced from 25% to 18%. Interest income exemption will be raised from R6,000 to R10,000 for individuals below 65 years and from R10,000 to R15,000 for individuals 65 years and older. The transfer duty threshold will be increased from R100,000 to R140,000, reducing the cost of buying property. This will cost Government R435 million. A tax incentive for investment in under-developed urban areas will be introduced. Ad valorem excise duty on computers will be abolished and duties on motor vehicles will be adjusted for inflation. The list of public benefit organisations eligible for tax deductible donations will be expanded. The general fuel levy on petrol will increase by an average of 4,3 cents a litre and the Road Accident Fund levy goes up by 3 cents a litre. A packet of cigarettes will cost 37,7 cents more. Beer goes up by 4,35 cents for a 340 ml can, wine by 6,7 cents and spirits by R1,18 per 750 ml bottle.

**Major Government spending changes**

Extension of the child support grant to children up to their 14th birthday, providing benefits to about 3,2 million more children. Increased allocations for primary school nutrition. Pension and disability grants go up to R700 and the child support grant to R160 a month from 1 April 2003. R38 billion more for provinces to finance higher social grants, textbooks, medicines, road maintenance and infrastructure spending. Hospital revitalisation and HIV / Aids response to be boosted. Municipalities get R6,5 billion more for free basic services, investment in infrastructure and job creation.

R2,7 billion for more police, streamlining of the justice process and improved protection of women and children.

R1,7 billion more for universities and technikons, together with stepped up skills development spending.

R1,9 billion more for land restitution.

R2,2 billion added for Home Affairs administrative systems and Revenue Service capacity building.

(Continued on page 18)
(Continued from page 17)

Increased spending on foreign representation and support for NEPAD, together with provision for peace operations supported by the DOD. National and provincial capital spending and capital transfers budgeted to exceed R105 billion over the next three years, growing by 15% a year.

**Department of Defence Budget**

The DOD budget has exceeded the R20 billion mark for the first time with an increase of R1,635,698,000 from 2002 to 2003. This was mainly due to the increase in the Defence Strategic Packages of R558,134,000, procurement of the maritime helicopters to the tune of R312,496,000 and the increased allocation for Peacekeeping Operations of R200,000,000.

Additional funding was also received for increased internal deployment, the Military Skills Development Programme and Reserve Force utilisation.

### Department of Defence Budget

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### Areas of Government Expenditure 2003/04

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### DOD Budget per Main Programme 2003/04

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Crowned for humanity and disaster relief

By Maj C.E. Kilian,
SO2 Corp Comm Mob MH Fmn
Photo: Sgt David Nompheongwana

Wilkinson Sword (SA) donated the SAMHS Sword of Peace floating trophy to the SAMHS in recognition of outstanding achievements in humanity and disaster relief.

7 Medical Battalion Group (7 Med Bn Gp), which is the Surgeon General’s medical rapid reaction force, was the recipient of this prestigious award at a parade held at the SAMHS Training Formation on 21 February 2003. 7 Med Bn Gp made full use of its capabilities and the following operations and outstanding achievements were accomplished.

Internal stability

During October 2001 44 Medical Task Group, a satellite unit of 7 Med Bn Gp, was involved in internal stability operations in support of the SA Police Services law enforcement policy of zero tolerance. Owing to restricted resources and vehicle shortages, members had to do foot patrols. A threat of snipers existed and they could have met with violent resistance.

Marion Island

In support of the Department of Environmental Affairs and Tourism a 7 Med Bn Gp Operational Emergency Care Practitioner (OECP), S Sgt Alfonso Mills departed on the SAS AGULHAS from Cape Town to go to Marion Island. The OECP’s duty was to act as the ships “medic”, not only for the crew, but also for the SA Air Force personnel, as there was a helicopter on deck to take personnel and supplies from the ship to the island and back. In addition, the scientists’ patients were seen daily and emergency drills were practised throughout.

Cholera

KwaZulu-Natal experienced an outbreak of cholera. Members of the unit were deployed in the affected areas to support the Department of Health and contributed to stabilising the situation and providing medical support to the local population in May 2001.

Gough Island rescue operation

The fishing trawler Edinburgh sent an emergency signal to the Department of Transport. A medical officer and an OECP from 7 Med Bn Gp were dispatched to assist the SA Navy and SA Air Force with the operation. In extreme weather conditions the two members assisted three fishermen who were injured when their boat capsized.

Antarctica

7 Med Bn Gp supplied OECPs to assist the Department of Environmental Affairs and Tourism in August/September 2001. The work of the “medics” included normal chores such as loading snow into the snow melter to make water and pumping diesel for the generators. His or her specialised functions will be to man the radio room, prepare the sickbay for emergencies, attend to any sick reports, run fire drills and check the safety equipment. The OECPs are trained and experienced for this type of work which involves treating patients under adverse conditions with minimal support. Rope work rescue is also part of their training, which may be needed owing to the prevalence of crevasses.

Anthrax incidents

7 Med Bn Gp played an important role in the management of the anthrax incidents in 2001. Procedures and guidelines had been established to manage such incidents. Confiscated suspect packages were transported to 7 Med Bn Gp where it was determined whether the packages contained chemical warfare agents. The unit handled 522 parcels up to January 2002. It also provided technical support and training for members of the SAPS Bomb Disposal Unit when required. 7 Med Bn Gp made full use of its capabilities, viz search and rescue defensive chemical and biological detection, warning and verification to contribute not only as the Surgeon General’s rapid reaction force, but as an ambassador to the SAMHS in humanitarian support and disaster relief. 7 Med Bn Gp is truly a worthy recipient of the 2003 Sword of Peace Award.

Col Chris Blunden, Officer Commanding of 7 Medical Battalion Group, with the Sword of Peace.
The Equality Clause Section 9 of the Bill of Rights in the Constitution mandates the implementation of Affirmative Action in the DOD. The fast tracking policy was promulgated in October 2002. By implication Services have to implement the fast tracking policy.

Fast tracking is an intervention aimed at levelling the playing fields for the achievement of representivity within the designated groups who were disadvantaged by unfair discrimination in the past.

Fast tracking is also a career development programme designed to create opportunities and offering personnel with exceptional abilities rapid advancement in varied, responsible and fulfilling careers. It is also the acceleration of the development of people with potential. It also entails that some members’ careers will be developed ahead of others as a remedial process.

The aim of the Fast Tracking Policy is to guide the Services and Divisions on the implementation of fast tracking in the DOD.

The policy is also aimed at empowering members and employees from designated groups - in terms of the White Paper on Defence, the White Paper on the Transformation of the Public Service and the White Paper on Affirmative Action. The achievement of representivity in the public service is a constitutional imperative.

**Principles**

The fast tracking process needs to be understood in the context of a programme that is meant to manage careers of individuals in the DOD and should be utilised with all career management policies and programmes.

The fast tracking principles are as follows:

- There has to be a pool of suitably qualified candidates.
- Not all individuals from designated groups will be fast tracked.
- Fast tracking will depend on the following:
  - The needs of the DOD.
  - The members that are fast tracked will not necessarily be promoted and will also depend on the availability of posts.
  - The prescripts of promotional policies.
  - The fast trackers will have to apply for vacant posts.

The main beneficiaries of fast tracking will be designated groups in the initial remedial process to empower them and attain representivity. However, not all members from the designated groups will be fast tracked.

Once representivity has been achieved this will be a normal career management tool for the non-designated groups.

**Criteria for identifying fast tracking candidates**

Potential: The required competencies to assess potential include the following:

- General knowledge of the DOD.
- Knowledge of the position or responsibilities.

**Col Dineo Monethi.**

- Experience in former force.
- Previous performance results.
- Course results.

Experience: Experience before and after the person’s appointment in the DOD should be considered and should encompass the individual’s development and empowerment programme.

Educational Qualifications: Compliance with the National Qualifications Framework. Recognition of prior learning should also be considered.

Career managers have to determine the members that have to be fast tracked per corps or mustering, race, gender, disability and former force to ensure representivity.

Officers Commanding need to collaborate with career managers and former force commanders into (NSF) for the identification and nomination process.
Paragraph 32 of the Fast Tracking Policy states that members and employees who have not been identified can nominate themselves by submitting their applications.

Representivity considerations:
Career managers should ensure that all identified candidates in all rank or level groups are representative and reflect an even spread of all designated groups. The personal information of all the identified candidates should be attached with the substantiation for the selection.

Fast Tracking Assessment Board
The Purpose of the Fast Tracking Assessment Board is to subject all candidates to an unbiased process and to ensure that the total number of fast tracking candidates reflect the baseline targets of all designated groups.

The selected candidates with all the documentation must be forwarded to the Services/Directorate Career Development PSAP for the final approval and further management.

Development and Mentorship
Where it is deemed essential fast trackers have to be put on developmental courses. To meet both the needs of the organisation and those of the individuals it is recommended that special courses be designed to cater for these needs; also identified fast trackers could be expected to attend only certain modules where deficiencies have been observed.

Mentorship is the coaching, guidance and directing given to individuals to enhance expertise and competency in their respective areas of responsibility.

Mentorship is included as a developmental mechanism coupled to affirmative action and fast tracking to assist those individuals who do not meet all the criteria required in fast tracking.

The objectives of mentorship
- To facilitate accelerated development of all protégés.
- To facilitate the successful incorporation of members and employees into the organisation by ensuring the systematic transfer of skills and knowledge.
- To create capabilities and competencies for all to be fully functional and effective.
- To meet the increasing organisational demands.

Monitoring and implementation
Equal Opportunities Chief Directorate (EOCD) has been mandated to oversee the effective implementation of this policy.
EOCD has to establish a separate reporting section for the submission of annual reports.

Non-compliance
Paragraph 38 of the Fast Tracking Policy clearly states that negligent or wilful non-compliance with this instruction by any member or employee shall be dealt with in accordance with the prescripts of the Defence Act (Act 44 of 1957, as amended) or Resolution 2 of 1999 for PSAP.
In terms of the Public Finance Management Act (Section 81) negligent or wilful non-compliance with the fast tracking instruction with regard to budgetary aspects and financial implications constitutes an offence and must be investigated.
Earn your wings

By Anja Fourie, Media Liaison Officer Sasol SciFest

The desire to fly is natural in humankind, and while many defy gravity by base jumping, skydiving, and bungee jumping, others prefer to keep their feet firmly on the ground until something a little less frightening comes along. Sasol SciFest 2003 offered visitors the opportunity to turn a dream into reality at the Festival’s first air show sponsored by BAE SYSTEMS, Denel Aviation and Sasol Limited.

The Flying Focus @ Sasol SciFest 2003 celebrated 100 years of aviation since the first flight by the Wright Brothers in 1903, and hosted a variety of vintage aeroplanes from the collections of enthusiasts around the Eastern Cape. The aviation day also marked the 50th anniversary of the arrival of the coelacanth in Grahamstown on the SA Air Force’s Dakota 6832 KOD (King Oboe Dog to air controllers of yesteryear). Unfortunately, the historic plane (currently housed at the SAAF Museum at Ysterplaat in Cape Town) was not airworthy and so could not attend the event as guest of honour. Sasol SciFest thanked the SA Air Force for taking part in the celebration by making a CASA 212 available.

The Flying Focus took place at the Grahamstown Aerodrome on 29 and 30 March 2003, and also featured skydiving, flips in helicopters, microlites and small aeroplanes, as well as a flight simulator from Denel Aviation.

Dakota 6832 being restored at the SAAF Museum at Ysterplaat.

Do you want to sing?

Members who want to join the SANDF choral choir, please contact:
Sgt N.T. Fuzile at (012) 314 0202 or 083 987 4457.
Sixty members are needed to form the choir.
Col Khuselwa Goboza became the first black female officer to be handed the command of a Military Police Region. Col Khuselwa officially took over command of the Northern Military Police Region from Col J.J. "Dippies" Dippenaar at a change of command parade in Thaba Tshwane on 28 February 2003.

"Martin Luther King further said, 'God does not measure the head of a man, he measures the heart.' On the basis of this, I pledge to give my heart to the core business of this Region and the well-being of my people. I have no doubt in my mind that this Region will become known for its excellence," Col Goboza concluded her speech at the parade.

There are four military police regions (MPR) in the SANDF, viz Northern, Central, Southern and Western MPR. A number of military police offices and detachments are under the command of the Northern Military Police (MP) Region HQ, namely Thaba Tshwane MP, AFB Waterkof MP, Dequar MP, Wonderboom MP, Middelburg MP, Pietersburg MP, AFB Louis Trichardt MP, AFB Hoedspruit MP and several others.

Col Goboza was born in Bedford on 28 October 1954. She started her primary education in 1959 at Ntlaka H. Primary School in Bedford, then moved to Alice where she passed Standard 6. Col Goboza obtained her Junior Certificate at Jabavu High School in Alice in 1973. She left for APLA training in Lesotho. She sat for Matriculation Board Examinations and passed. Col Goboza then enrolled with the Lovedale Teacher's College where she obtained her Teacher's Diploma. She was then deployed in the Eastern Cape Region (Border). She again enrolled with the Border Technikon and obtained a National diploma in Prison Management.

Her first employment was with the Department of Education where she worked as a teacher. Col Goboza joined the Department of Prisons, then integrated into the SANDF in the Military Police Corps in 1998. She was first appointed as SO1 Correctional Facility at MPA. Col Goboza is at present the Northern Military Police Region Provost Marshal in Thaba Tshwane. She was the first senior black officer in the Military Police Agency.

Col Goboza is also the first black person to be staff qualified in the Military Police and the first female to be the Regional Provost Marshal.

Speaking to SA SOLDIER Col Goboza said she is faced with a challenge because there are high expectations from a lot of people under her command, a community waiting only for the delivery of effective and professional service.

Col Goboza singled out issues pertaining to transformation and affirmative action as the two main areas of concern.

"I am a professional soldier. I am trained to be a soldier; there is no difference between a female and a male soldier," claimed Col Goboza.

As a pastor's wife and mother to three daughters, discipline comes easily to Col Goboza - another strong point in her character that influenced her choice of career. "I knew that one day I will go up, that I will work my way up," said Col Goboza, and added, "We better not walk with our heads facing the opposite direction, because we will not reach our destination."

Col Goboza said that this was a proud moment for the people with whom she has worked as well, and thanks them for helping make her the person she is today. "I like to be a soldier; for me it is a calling," concluded Col Goboza.
Peaceful application of air power

By Col Les Weyer, Air Force Office

The annual symposium with the theme of “Consideration for Multinational Air Operations in the Southern African Region given the peaceful application of Air Power and changed mission requirement” was presented at the CSIR in Pretoria on 17 September 2002.

It was co-hosted by Armscor, the Aerospace, Maritime and Defence Industries Association (AMD) in conjunction with the CSIR (Defence Technologies) and the SA Air Force. Altogether 278 guests, including representatives of 27 foreign air forces, attended the one-day symposium.

The accent of the symposium was on the peaceful application of air power.

Lt Gen Roelf Beukes, the Chief of the SA Air Force (SAAF), made the opening address, welcomed all present and thanked them for their interest and support shown toward the SAAF. He made special mention of the generous sponsorships toward the symposium by BAE systems, SAAB Technologies and Agusta Westland. These are major suppliers of products to the SAAF in terms of the strategic defence package deal and they will be working closely with the SAAF for the next thirty years.

Lt Gen Beukes presented an overview of the history of air power and the significant part played by Gen Jan Smuts in 1917 when he foresaw the independent use of aircraft as a means of waging war. He further elucidated on the appointment of Lt Col Pierre van Ryneveld as the officer selected to establish an organisation on 1 February 1920, which became the SAAF and is the second oldest air force.

Maj Gen Carlo Gagiano, from the Staff of Joint Operations, discussed interoperability as a strategic tool for SADC air forces to establish a safe and secure subregion.

The majority of African leaders have decided that the African continent is to function as a sustainable entity. African countries will be responsible for engaging in an all-inclusive process and will commit resources to the benefit of all. This should encourage military leaders to provide further impetus to peace operations. The complex nature of Africa’s rapidly changing environment does not favour an easy approach to conflict management.

Alignment of African military capabilities necessitates a changed approach that challenges existing military mental models and decision-making processes. An organisation only has influence over activities taking place in the present, not in the past and not in the future. He said that military leaders have to formulate quality decisions and use processes and structures to adapt to changes in the future.

Maj Gen Gagiano suggested that a new air power paradigm should be initiated in which interoperability is used as a strategic tool to sustain air power capabilities and establish a safe and secure environment. The first challenge would be to identify common ground between the various air forces and use this as a core from which to plan further development. Next, all common activities such as intelligence, information sharing, joint problem solving, negotiating security arrangements and treaties and also

resolving interstate conflict through peaceful means must be identified and, once this is done, structured operations would become evident. Evidence of the interoperability of limited operational capabilities such as equipment, human resources and doctrine will dictate a collaborative approach to security.

A mind shift is required to foster military capabilities in a collective approach to security. The Southern African defence forces will have to formulate fresh initiatives to establish a safe and secure environment. Trust and confidence amongst Southern African member states could enhance stability in the region. The SAAF faces challenges with new realities and it will have to refocus on regional deployments, while subregional cohesion has not yet been attained.

This will have to be done in a phased approach that could take many years to fully implement. The first phase will require the various states to broaden their interests from mere national to subregional level, adopt trust-building measures, implement conflict prevention measures and set up structures and processes. The phased approach will depend on co-operation in defence and security at bilateral and regional levels, this will be followed by collaboration. These phases must be in place before complementary actions, which will assist in the growth of mutual trust and confidence, are begun. Once the latter are in place regional interdependence will follow.

The SAAF will have to refocus its role from one of intrastate deployment of forces in support of the SAPS to regional deployment. Collective air power should be used to exploit both the military and psychological

Multinational air operations.
deterrent to best advantage, but should also be able to deliver the necessary firepower when so required. Formulating quality decisions on multinational air power related matters would depend upon how quickly the participants are prepared to learn and take responsibility for results of decisions made. There will always be conflict between the players and it will have to be managed to achieve a win-more situation for all. As soon as understanding and mutual respect for each other is achieved a state of respect will develop and positive peace can be a reality.

Maj Gen Gagiano believes that the air forces of the region can play a stabilising role by inter-relating their individual competencies into a credible air capability that will be to the advantage of all. The military will always be an instrument of political will and the establishment of a credible and sustainable air power capability is based on principles of good governance. The competencies are to be based on common objectives needed to establish a safe and secure environment. This, in turn, will be based on mutual trust that individual air forces will provide competent air power capabilities when called upon; the confidence generated by these capabilities must enable credible forecasting outcomes.

“My vision for a Southern Africa air power capability lies in the sustainment of mutually interoperable individual air power competencies, based on sound traditional air power principles and values. I am of the opinion that through affecting interoperability as a strategic tool a safe and secure Southern African environment is a reality and that this strategic intent must be operationalised through concerted actions,” Maj Gen Gagiano said.

Maj Gen Lucky, Chief Director Air Policy and Plans, discussed the many challenges to be faced in laying the foundations for the future of the Air Force. Technology in the aerospace industry has increased tremendously, while the human body has remained the same. Interest amongst the youth in making a career in aviation as a desirable profession is waning. Aviation training in South Africa has, to a large extent, not kept pace with advances made in educational science. A new approach to creating aviation awareness amongst the South African youth is needed. This could involve joint civilian or military establishments serving more than one country, he suggested.

The Chief of the SAAF instituted a steering committee, comprising many leaders in the aviation industry, to investigate the reasons why black recruits were not coming forth to be trained as air force pilots. A youth training programme was established and later adopted by the Department of Defence. Dramatic results in improving matriculation results in mathematics and science by an average of 45% were achieved within one year. Other combined projects to create awareness of aviation could be feeders for such a programme.

“Siyandisa” (We are flying) was launched as a programme in 2000. Its aim is to make youngsters aware of aviation as a profession and later to recruit suitable candidates who wish to make aviation, and the Air Force, a career. In that year 14 000 scholars visited the Africa Aerospace and Defence Exposition at Air Force Base Waterkloof, where an entire hangar was set aside to portray all the musternings of the Air Force.

He said the programme would have to be expanded and taken to the children of the rural areas where those with potential will have to be identified. The best possible candidates will have to be selected and given exposure to the Air Force. Funds will have to be acquired through sponsorships. Reservists, who are committed to training, will have to be identified to run the programme.

Dr Ian Roodt of the CSIR (Defence Technologies) spoke on the interoperability of modern technical systems. He stated that we in Africa had very little access to the technologies of the Northern Hemisphere, we have old systems and small economies and live in different climatic regions under varying conditions. The region has various important power blocks, such as those of SADEC, the Great Lakes, and religion. We will have to benchmark in the First World and find African and South African solutions to our own problems; we must understand and integrate the new technologies into the current old systems.

He said our approach should be toward network-centric warfare where new doctrines have to be developed, problems have to be resolved at an early stage and not left until a conflict situation arises. We

(Continued on page 26)
must use and manage integrated sensor systems for information transfer and control. Equipment can be bought "off the shelf" and integrated, in a phased approach, into existing systems. We have to co-evolve capabilities and competencies, using existing systems until new systems become available.

While taking cognisance of the world around us we should interface with one another and evolve our own new systems and procedures. Simulation of these systems and procedures should be used to prove requirements and identify problems.

Local knowledge must be enhanced. People will have to be trained, doctrines evolved and a holistic view taken of how everything will be pieced together to assist in regional stability. Funding for development of men and machines must be made available and continual testing, evaluation and military experimentation is vital to check the system at all levels.

Dr Roodt concluded by saying: "Interoperability is achievable if approached holistically and (if we) use a simulation based evolutionary approach to develop info space, never forgetting the skill and leadership role of the human in the complex network."

Dr Rob Hurlin, of the Royal Aeronautical Society of South Africa, presented a paper on the development of engineering staff for air power in the Southern African region. He stated that the development of aircraft and aeronautical engineering had improved vastly over the last century. Technologies have evolved from simple systems that were checked visually, without the use of sophisticated tools, to today's systems of integrated subsystems requiring sophisticated specialist computers and multinational teams. These teams develop adaptable interdependent integrated systems using intelligent instruments and network support, making the aircraft environment extremely sophisticated.

Dominance of airspace has progressed from one of control by the best machine flown by the best pilot to one of the control of information and knowledge space, using various platforms and computers. This ability will in future depend upon computer versus computer and can currently be seen in the air combat capability of unmanned air vehicles that are controlled by ground systems. The role of the pilot changes from in the aircraft in the air to in the system on the ground.

Dr Hurlin stated that future decisions will be based on the rapid change in the environment and will have to use this new information, based upon past experience, to make valid decisions. The SAAF will have to acquire and maintain extensive technology engineering skills to achieve independence and dominance in technological fields for South Africa and the region. This will be necessary to ensure optimum provision, maintenance, deployment and evolution of systems able to handle the flow of information. The SAAF, and other regional air forces, must maintain control of strategically essential information and retain the skills to manage it.

The challenge for the SAAF is to remain committed to integrating different existing systems into a single info-age system. We must be willing to utilise air power to control the digital battlefield and the unity of the region. To this end, skilled technologists will have to be distributed throughout the entire region.

The development of engineers is of paramount importance; national projects will have to be developed to address all levels of learning by military technologists, starting with "Siyandiza" and spreading to schools and technikons to involve the youth in aeronautical subjects. Funding will be required and could come from the DOD. The next step would be the training of selected students as engineers in the Air Force to ensure that adequately skilled and motivated people, capable of managing the new systems of future aircraft, are available.

The keynote speaker was Maj Gen J.K.T. Aruasa from Kenya who discussed planning for the future use of air power outside of the traditional military role of war.

Adequate and affordable air power may only be possible if a regional approach of pooled resources is adopted, and the role of military equipment is defined with dual military and civilian purposes. The citizens of the Southern African region will expect more from their military forces in peacetime. Future military roles should be geared to supporting humanitarian tasks, such as peace-keeping operations and disaster prevention. Subregional integration is imperative.

The SAAF will have to redefine its extended mission roles and functions within the context of regional sovereignty and territorial borders, beyond the borders of the Republic. Regional political leaders will have to bring new concepts and strategies of multinational air operations in the region. Success will depend upon the vision, aspirations and commitment of political leaders. Military leaders will have to articulate a strategy respecting existing political policies while right-sizing, and not drain the economy of the country, thereby positively contributing to poverty alleviation.

He said joint professional training schemes and exercises would have to be developed to enable neighbours to co-operate in strengthening civilian or military relations through aid to civil authorities. Regional air power could be enhanced through joint conferences. Models will have to be set up for the application of air power within changed mission requirements through joint exercises and student exchange programmes.

Existing training establishments will have to be utilised and joint air force manuals and procedures will have to be developed. Regional logistic support must be pooled to exploit existing facilities in support of joint air power operations to benefit economic skills. Common hardware and air power assets must be developed in the region through joint budgetary and procurement procedures.
Maj Gen Makabongwe Ntshinga accepting command as Chief of Joint Training.

**Applying knowledge innovatively**

WO1 Rajendra (Raj) P. Narain is the first SA Navy member to be appointed to a Joint Training Division post at Level 3.

The Joint Training Division appointed WO1 Narain as the Formation Warrant Officer (equivalent to Fleet Master at Arms in the SA Navy) on 16 August 2001. He assumed duties on 3 September 2001.

WO1 Narain was born and bred in Durban. WO1 Narain joined the SA Defence Force (SA Navy) in January 1981 as a Voluntary National Serviceman at SAS JALSENA for a period of two years. After his basic training of eleven months he was utilised as a junior instructor/regulating clerk at SAS JALSENA until 10 November 1982, when he joined the Permanent Force as a personnel clerk.

He served at SAS JALSENA from 1982 until 1989 as a personnel clerk, senior personnel clerk and instructor. WO1 Narain was transferred permanently to Naval Headquarters in April 1989 where he was tasked to establish the pensions section of the SA Navy. This task was delegated from Chief of Staff Personnel and because of his extensive knowledge and years of practical experience WO1 Narain succeeded in completing the task within four months.

Over the period 1 October 1990 to 14 June 1998 WO1 Narain served as an instructor, course leader and chief instructor at Personnel Service School. Over and above presenting courses at Personnel Service School, he volunteered to present decentralised training at the various SA Army commands with a view to saving a substantial amount of money for the SANDF. He was integrated into the SANDF in 1994 while serving at Personnel Service School.

WO1 Narain changed the Personnel Clerk Course and the Senior Personnel Clerk Course from a theoretically based training to a practically based training course. The enthusiasm and zeal with which he planned and conducted these courses were exceptional. He was awarded the Military Merit Medal for his outstanding performance at the unit.

He was appointed to Naval Headquarters on 15 June 1998 and remained in that post till 30 June 1999 as the SO2 Evaluations and Promotions at Director Naval Manning. WO1 Narain was also appointed as the Chief Clerk for Director Naval Manning to do the complete administration for members who applied for Voluntary Severance Packages.

He was appointed to the Human Resource Support Centre (DMPU) over the period June 1999 to August 2001 as the Chief Clerk of the Development Section.

WO1 Narain has received the following medals and decorations: Military Merit Medal, General Service Medal, Unitas Medal, 10-Year Good Service Medal and 20-Year Good Service Medal. They are presently living in Thaba Tshwane.

(Article by WO1 J.J. Jacobs, Warrant Officer of the SANDF)

**New leader**

A change of office ceremony between the outgoing Chief of Joint Training, Maj Gen Ashwin Hurribunce, and his successor, Maj Gen Makabongwe Ntshinga, was held at the SA Army College on 6 March 2003.

The Joint Training Division was established on 1 April 1999 as the DOD is making every effort to become a learning organisation. As a result Education, Training and Development (ETD) is becoming something of special importance and a matter of priority. The establishment of the Joint Training Division is seen as an important mechanism in ensuring that those who are called upon to defend our country are trained, educated and developed in the most effective and cost-effective manner possible.

Maj Gen Ntshinga was born on 21 August 1951 in the village of Libode in the Eastern Cape. He attested in the former Transkei Defence Force in January 1977 and has been posted in various positions throughout his military career. Maj Gen Ntshinga was the former General Officer Commanding Regional Joint Task Force Central. He studied politics through Unisa, majoring in Politics and International Politics.

He enjoys gardening, casual golf and watching rugby (especially when Western Province is playing). Maj Gen Ntshinga is married to Grace Mmatumo née Motsepe and has three children, Yolisa, Xola and Xhanti.

(Article by PO Dennis Ndaba Photo: Cpl Elias Mahuma)
You need to plan for success. If you fail to follow up on your successes, your victories will be hollow and impermanent” - Gen Ulysses Grant in Cigars, Whiskey & Winning.

The Education, Training and Development (ETD) First Report of 1997 (SANDF transformation sub-workgroup output) made it very clear that the ETD, including tertiary education of NCOs and WOs, was sorely lacking. During 1998 WO1 J.J. Jacobs, as Chairperson of an ETD transformation team, received an instruction/directive by the Chief of Joint Training to investigate the possibility of presenting basic and NCO training jointly. The aim of the investigation was to provide the Chief of Joint Training with the necessary information to make a decision regarding the training and development of NCOs and WOs in the SANDF.

The team made the following proposals:

- Execution and implementation of a thorough investigation regarding NCO and WO ETD in a transformed SANDF (DOD).
- Viability of establishing an NCO and WO Training College or Academy.
- Investigation into the amalgamation of common facilities for NCOs and WOs in the SANDF (focus on achieving optimum jointness).

This led to the initiation of Project LOYAL by Col F.J. Cillié and WO1 A. van der Merwe on 19 March 2001 under the auspices of the Joint Training Division.

The aim of Project LOYAL is to address the shortfall in the SANDF’s military professional development for NCOs and WOs. It entails as its mission the development of a comprehensive learning pathway, an associated learning opportunity and ETD policy for the optimal development of NCOs and WOs. The target date for completion of these objectives is set for December 2003.

**Activities**

In order for the team to address the guidelines received from the Joint Training Division Tasking Instruction: J TRG DIV/R/520/3/4/ dated 31 January 2001, and WO1 Jacobs in his original appreciation dated July 1998, the team approached the Military Psychological Institute (MPI) to assist with the determining of client ETD needs and specifications for NCOs and WOs.

The MPI and Project LOYAL conducted qualitative research, which included focus groups in Pretoria, Bloemfontein, Cape Town and Durban. This formed the foundation of the qualitative questionnaire, which was distributed throughout the SANDF. This analysis was completed on 14 February 2002. This comprehensive report was distributed to all the Services to address the shortfalls identified in the military professional development of NCOs and WOs.

Project LOYAL subsequently approached Inspector General (IG) DOD (Effect Analysis Section) on 4 October 2001 to conduct a command and management cadre opinion survey among senior SANDF officers to solicit their views on the ETD needs of NCOs and WOs. This analysis was completed on 27 February 2002.

The Project LOYAL team conducted interviews with most of the Service and Division Chiefs. This information was included in the analysis done by IG DOD.

Project LOYAL and Saville and Holdsworth Limited (SHL) held work sessions with the various NCO and WO rank groupings during the week of 14 to 18 January 2002 to determine the generic competencies for each rank group. This exercise was completed on 8 February 2002.

The project team gained international exposure and experience through the USA orientation tour over the period 26 January to 3 February 2002. Team members visited the United States Marine Corps (USMC) to gain insight into the Marine Corps training programmes and their professional development for the 21st Century. Project LOYAL had the opportunity to benchmark the possibility of establishing an NCO and WO Academy as part of the Joint Training Formation end-state structures. (Institute for Defence Training.)

From 27 February to 30 March 2002 a reciprocal USMC Mobile Training Team (MTT) arrived in South Africa to assist with the instructional design and development phase.

Project LOYAL also held two work sessions with senior WOs in the SANDF. The first took place over the period 9 to 11 July 2002. The follow-up work session was held on 21 August 2002. The purpose of these work sessions was to determine the
requirements for the learning opportunity to be developed by Project LOYAL.

On 6 August 2002 Project LOYAL approached MPI to determine the competencies for Level WOs. This process was completed on 19 August 2002. The MPI will conduct a task analysis on the Level WOs. This information will be used to develop a performance appraisal questionnaire for the Level WOs of the SANDF.

The project team officially started with the ETD appreciation in June 2002. The appreciation process took four months and was finally completed on 20 September 2002.

Project LOYAL presented this appreciation to the Military Council (MC) on 2 December 2002. The project team presented three options to the MC. The MC approved option 1. This option will prepare and develop WOs jointly at the operational or strategic level to function as level WOs (Level 4, 4a, 3 and 2) in their own Services, as well as for common and joint posts within the SANDF. Only WOs selected for appointment as level WOs will attend this option.

The current military development programmes for NCOs and WOs stay with the Services. The Services therefore retain responsibility for the military professional development of their members up to the rank of WO1.

**Design and development phase**

The Joint Warrant Officers Programme (JWOP) will be presented under the auspices of Joint Training Formation. The programme will be designed to further develop selected WOs for common and joint posts within the SANDF. The JWOP will provide outcomes-based education to facilitate accreditation and certification. The South African Qualifications Authority (SAQA) approves or accredits institutions as education training and quality assurance bodies (ETQAs) responsible for checking provider’s learning programmes and certifies them if they can prove to have the staff and systems required to support successful learning. (SAQA publication: 2001.)

The Diplomacy, Intelligence, Defence and Trade Education and Trade Authority (DIDTETA) ETQA is responsible for assessing the quality of the JWOP and for ensuring that the education and training provided meets the required standards.

The project team members responsible for the development of the modulus are: WO1 D. Hamlett (SAAF) - Communication; WO1 W. Pienaar (SA Navy) - Military Studies: Warfare, Military History, Law of Armed Conflict (LOAC) and Operational Law; WO1 Z.A. Mapapa and WO1 J.J. Jacobs (SA Army) - Military Studies: Military Customs, Traditions and Protocol, Macro-environmental Factors, Military Professionalism and Military Ethics; and WO2 G. Burnett (SAMHS) - Management/Leadership. WO1 Henning Odendaal from the SAAF will be the project co-ordinator for the development of the learning opportunity.

Subject matter experts from the four Services, PSAP and Defence Reserves will be co-opted to assist with the module development.

The Military Academy, which until recently only provided residential tertiary education to young officers, indicated that it would be able to assist Project LOYAL in the tertiary education of NCOs and WOs. With the onset of 2003 the Military Academy has embarked on an alternative mode of education, namely Distance Education, in the following programmes:

- B Mil Programme in Security and Africa Studies.
- B Mil Programme in Human and Organisational Development.
- B Mil Programme in Organisation Resource Management.

This field of study is available to all serving members of the SANDF and PSAP of the DOD. Currently this option is only available to members who are based in Pretoria. The intention is to allow all interested parties to enrol for this programme from 2004 onwards.

The design criteria addressed in

Continued on page 30
Engineers get new leader

Col Chris van Wyk was appointed Officer Commanding of the School of Engineers and took office on 2 January 2003. He was born on 17 April 1952 in Pretoria, he grew up in Bronkhorstspruit and matriculated at the local high school at the end of 1969. Col Van Wyk enrolled in the SA Navy on 9 December 1969 and advanced in the seaman’s branch of 147 Minesweeping Base to the rank of Able Seaman. In 1971 he resigned in order to study civil engineering through the Transvaal Roads Department, and obtained a Government Diploma with Soil Mechanics and Land Survey as main subjects. Col Van Wyk later embarked on various ventures in township development as a subcontractor and project manager.

Col Van Wyk’s passion for the military, has however, saw him back in uniform at the end of 1976. He became the first and founder member of 1 Construction Regiment. Here he had the opportunity to train and deploy National Service soldiers and progressed to the rank of sergeant before he was commissioned in 1983. His career took him from being a works foreman and transport officer at the Regiment to being a Squadron Commander at 1 South West African Engineer Regiment until the disbandment of the South West Africa Territorial Force in Namibia in 1988. In 1994 he became the staff officer concerned with combat engineering at the SA Army Engineer Formation, with the rank of commandant. He was later promoted to lieutenant colonel.

In 1996 Col Van Wyk was appointed as the Officer Commanding 1 Engineer Regiment in Natal. He did his Senior Command and Staff Duties Course at the SA Army College in 2000. He then served as the SANDF representative to the Command Centre of the Emergency Reconstruction Committee, which oversaw the restoration of essential services and infrastructure after the floods of 2000 that affected the whole country. In 2001 Col Van Wyk was appointed as a member of the Directing Staff of the Senior Command and Staff Duties branch at the SA Army College.

Col Van Wyk was awarded the Southern Cross Medal for exceptionally meritorious service and the Military Merit Medal for rendering service of a high order. His other medals include four campaign medals: The Pro Patria Medal with Cunene Clasp, the Southern Africa Medal, the General Service Medal and the Unitas Medal. Col Van Wyk also wears three Good Service Medals - Gold, Silver and Bronze for 33 years of irreplaceable conduct.

He takes great interest in military history, particularly in the First War of Independence. Col Van Wyk is a zealous collector of military firearms, particularly those connected with the aforementioned campaign. He and his wife, Betty, are avid collectors and restorers of antique furniture. Col Van Wyk and Betty have four sons who have already left home.

(Article by Lt Arina Fourie, Communication Officer of the School of Engineers)
he Joint Support Division held its first medal parade at Military Base Wonderboom on 7 March 2003. The Chief of Joint Support, Lt Gen Themba Matanzima, conveyed a special word of congratulations and appreciation to the recipients from Gen Siphiwe Nyanda, the Chief of the SANDF.

Lt Gen Matanzima said: “You have proven yourselves to be worthy recipients of the various medals and decorations presented here today. It does me proud as the Chief of this Division to see the calibre of soldiers that indeed form part of this proud division. Your dedication to duty, loyalty and exceptional capabilities have been noted over the course of time and today is the day where you are recognised for your outstanding achievements and contributions. I urge you to wear these medals and decorations, which you are worthy of, with the pride that you have rightfully earned.”

He added that cognisance must be taken of the core objective of the division, viz to put to the test in many spheres on a daily basis, not only the DOD, but also our contribution to peace support operations beyond the borders of the Republic of South Africa. It is with such deployments that the image not only of the SANDF, but also the Republic of South Africa is put to the test. The only manner in which a positive and professional image of this division can and must be projected, is through sheer hard work, professionalism and the utmost dedication to duty and military discipline.

“Looking ahead at the programme for the Joint Support Division during the remainder of 2003, one indeed realises that the events, challenges and expectations that are placed on this division are indeed great and far reaching. I, as the Chief of Joint Support Division, am confident that together with soldiers such as those that are standing before me today and those serving elsewhere in the division, that we will all indeed redouble our efforts and achieve the goals and objectives as set by our seniors with the required extra effort and more importantly, professionalism and dedication to duty. I urge you to render the type of service on all levels of our organisation that will indeed make us proud to be serving members of this division. Let this be the driving force for 2003, ‘service with a smile’.

“Make us, the Joint Support Division, proud, I know we can achieve this,” concluded Lt Gen Matanzima.

(Article by PO Dennis Ndaba, Photo: Sgt David Nomtshongwana)
The people's Navy did it again

By Nomonde Vuthela
Photos: Cpl Elias Mahuma

Once again it was that time of the year when the SA Navy celebrated their annual festival in Simon's Town. Running from 20 to 22 March 2003 the SA Navy Festival is the largest event put on by the SA Navy, and one of Cape Town's greatest events.

The festival started with a bang, literally, as it began the very morning that the USA embarked on its war of the blitzkrieg with Iraq. It is also uncertain whether pure coincidence should be attached to the fact that the festival began on the day that V Adm Johan Retief, the Chief of the SA Navy, celebrates his birthday. Nevertheless, being overshadowed by two other important events of the day could only serve to further emphasise the significance of the occasion.

The people's Navy did it again; kicking off with a media breakfast on the morning of 20 March at Admiralty House, which served to ensure that the festival would indisputably also belong to the public. Hosted by V Adm Retief and R Adm Johannes Mudimu, the Chief of SA Navy Staff, members of the media were given a first-hand brief overview of the state of affairs in the SA Navy.

Showcasing Navy traditions and capabilities by involving the public R Adm Mudimu said that the SA Navy is currently in the second year of implementing the recommendations of the Navy Review: to use a strategy that revolves around implementing measures to manage the past, current and future SA Navy, in order to face the enormous short-term and long-term renewal challenges.

There is also the SANDF drive under way to rejuvenate and transform the Reserves under Project PHOENIX. "The first target with respect to rationalisation and reconstruction has been met," said R Adm Mudimu.

In conclusion R Adm Mudimu noted that with the approval of Mr Mosiuoa Lekota, the Minister of Defence, the running and management of the transformation of the Naval Dockyard at Simon's Town by Armscor, the Secretary for Defence and the SA Navy will be conducted in three phases with effect from 1 April 2003.

As the tradition goes the festival started with the Right of Entry Parade through Simon's Town. R Adm E.M. Green, Flag Officer Fleet SA Navy, together with Councillor Doris Neewat, representing the Mayor of Cape Town, took the salute on the podium in Jubilee Square. Every single member of the SA Navy marched down Jubilee Square from Fleet Maintenance to SAS DRAKENSBERG, each unit displaying a special kind of pride.
Pretoria Military Cycling Club (PMCC) again proved that the best is hard to beat. The SANDF Cycling Club Championships were held in Bloemfontein on 8 February 2003. The annual championships has as its goal to provide an occasion on the cycling calendar where cyclists of cycling clubs in the SANDF can compete for the proud title, "SANDF Club Champions".

Pretoria Military Cycling Club entered two teams, and secured the first and second positions. The trophy was brought home to Pretoria where it belongs.

The SANDF Club Champions decided at their Annual General Meeting, which was held in January 2003, to break away from the Pretoria Police Cycling Club, and to affiliate directly to Gauteng North Cycling Federation, and thus to be an official cycling club registered and operating as an independent cycling club within the parameters of the National Cycling Federation.

Members of the SANDF and their families who are interested in taking up the sport of cycling are more than welcome to contact the club, which will assist them in joining this fast growing club, which will be a force to be reckoned with. For further information on PMCC, please contact Col Johan Botha (Chairperson) at tel no: (012) 674 4793 or cell no: 082 334 1331 or WO1 Jaco Grobler at tel no: (012) 671 0336 or cell no: 082 927 2970 or WO2 Gerrie Grundling at tel no: (012) 392 2015 or cell no: 072 400 4557.

There is no SA Navy festival without a dry dock concert and the SA Navy Band. This is a concert that is held on the eve of the festival; last year alone the event attracted a crowd of more than 1 500, a number that seemed not to be less this year despite the strong winds.

The dry dock concert concept is just brilliant: a live band concert in which the SA Navy Band gets to strut its talent at a venue almost magical. When the lights go on, what is in reality a huge pit used to service ships comes alive. The crests painted on the walls of the dock add another plus to creativity.

The SA Navy Band which is ever so popular brought music to the festival. Establish in 1954 the band has moved from playing only conventional instruments to include instruments such as drums, the marimba and kudu horns. According to Communication's Director Music, Mike Oldham, the band was extremely popular in Germany last year, and is scheduled to go back for a two and a half week tour in Europe, including Germany, Holland and Scotland among others.

It was another free day offered by the SA Navy for all the children with free boat rides and free entry to all dog shows, gun runs, mock attack displays and precision drills.

The SA Navy Communications Department was professional, swift and efficient in their dealings with the media to guarantee quality reports.

Without intending to single out names, thanks are due to Lt Cdr Prince Tshabalala, the Media Liaison Officer for the Festival, for making the SA SOLDIER team feel as though this was usual territory: you were at our beck and call.
Help people…

Staff paper by Maj N.L. Muthaphuli,
Student on Unit Commanders
103 Battle Handling Course

One could say if I do not give my whole effort at work today nobody will even notice and it will not make a difference. But then one forgets what makes a company effective and successful (in our situation the SANDF) is that all its members must be proud of what they are doing and also be professional in their day-to-day tasks because they are from the community for the community.

Everyone is important and without them success will not be achieved.

The aim of this article is to determine what professionalism is, how to achieve it and specifically what Lamachus (465 - 414 BC) meant when he said: "In war there is never a chance for a second mistake".

Firstly, we will look at what professionalism is and how to be professional in the SANDF. Lastly, what part failure plays in the search for professionalism.

Professional status

It is due to the huge organisational machine of the SANDF that the professional status of the soldier breaks down. The SANDF will not make any progress in the future if the professional status of the soldier is not achieved. The word profession means the way a person makes a living. Profession means the work for which a certain knowledge and training is needed for one to be able to do the work that is required. A professional person takes his or her responsibility to achieve the goals given by his or her employer.

The professional status of the soldier will not be enhanced by for example, salary increases. This problem will only be rectified if a well-trained soldier has the necessary experience in his or her field to be able to handle the work, like such a person must be able to carry on with his work on his own without having to be constantly checked. What this means is no longer looking over one’s shoulder and not having to be influenced by guidelines forced down from higher HQ by members with own ideas and agendas.

A soldier is not professional if he or she cannot be trusted to do his or her work. Professional status will not be accorded this person. There can be a problem with his or her attitude, training or work experience.

Self-image

"The biggest discovery of my generation is that people can change through changing their attitude or their thoughts" - William James.

Self-image is the key to human personality and human conduct, but even more importantly self-image sets the limit for individual achievement. It defines what one can be and not be. It broadens one’s self-image and the area of the possible. The development of a sufficient and realistic self-image apparently gives the individual new abilities, new talents, and transforms failures literally into successes.

Another phase of the self-image is the viewing of the "ideal self". We all have a collection of ideas, pictures and feelings that represent our self-ideal. The ideal person we want to be must have the qualities and abilities that we want so desperately. It is normally a component of people that we knew during our growing up phase and who were our idols.

We are all the product of primary role models in our lives. We are formed through our parents, other family members, teachers, friends and seniors by virtue of their appearances and actions towards us.

Self-respect

The best description of self-respect is “how one must likes oneself”, or “how good one feels to be oneself”. Your self-image can be good or bad, and this may accord with reality.

But one’s self-respect is always a mirror of the image that one has in one’s mind of the person that one always keeps on telling oneself is so good. It depends entirely on what one thinks of oneself. This drives one forward or holds one back. This is the most important single thesis regarding one’s self-image. One’s attitude to oneself has a direct influence on how one will live one’s life in all respects.

Self-respect is the motivation that will determine one’s success or failure as a person.

Human relationships

"Treat people like they are what they suppose themselves to be and you help them to become that which they can be" - Johann Wolfgang von Goethe.

Successful human relationships are in reality the art to let other people feel good about themselves. It means the part of desire and needs that involve the ego. When people feel important, they like themselves...
more. Only people who really like themselves can give much and can work together with you. Whoever has worked out the way people associate with each other has clearly known what they were busy doing. From the past we know people who support each other will improve their human relations.

By establishing good human relationships one creates trust with others and by doing so one gains their trust and one can appear professional.

Failure

A person will always experience setbacks and disappointments in striving for any worthwhile target. A simple fact that most people do not understand is that it is almost impossible of the first attempt to succeed. Mistakes are essential and a necessary part of the achievement process. No one that tries for the first time will learn to walk, ride a bicycle or drive a car. The fear of mistakes is one of the main reasons why most people do not set meaningful and challenging targets for themselves. Their self-image is not adequate to the possibility of mistakes and they do not want to make them.

In a war situation or during deployments in and outside South Africa there is no place for mistakes. That is why during training space is made available for mistakes, so that one may learn from one’s mistakes and correct them. A professional appearance must be projected at all times. People must be prepared for mistakes, otherwise if they make mistakes in a war situation, and they are not properly trained, they will appear unprofessional.

It is remarkable but true that many people do not realise that there is a procedure that a person must follow if he or she wants to become a successful doctor, engineer or soldier - several years of serious study and dedication. Why one except to achieve success in any other way?

It should be realised beforehand that if one has any thoughts of making mistakes all one’s efforts will lead to mistakes. This is only logical one’s thoughts of “success” must be cherished, then one will be successful. Through positive thinking one can reach professional status! Makes one’s work one’s profession, not only another job!

The pride of Langkloof

Meeting the demand.

By Cpl Lulamile Ntola,
Communication NCO Group 2 HQ

Langkloof Commando recently held an exhibition at Uniondale to present the Reserve Force and the SANDF to the community of Langkloof and surrounding areas.

Langkloof Commando and the SAPS at Uniondale were invited to the exhibition by the Uniondale Agricultural Society, which organised the equestrian competition.

The competition was between teams representing South Africa, the USA and the Eastern Cape and Western Cape, which participated in different categories. The overall winners of the equestrian competition was the USA. The competition was held from 30 January to 1 February 2003.

The SAPS and the SANDF operated very closely in the way they planned and conducted their exhibitions. The biggest attraction at the exhibition was the three electronic aiming correction systems (ELACS). Everybody, young and old, wanted to test their shooting skills. Some even wanted to test themselves against the soldiers and the policemen.

Also at the exhibition site was a mini Joint Operational Centre (JOC) where operations were monitored by the SANDF and the SAPS.

The purpose of the JOC at the exhibition site was to demonstrate the operational capability of the forces. The main JOC remained at Joubertina. The joint forces were supported by an Oryx and an Alouette helicopter of the SA Air Force.

The two helicopters assisted in the disaster management at Joubertina when fires erupted in the mountains. The fire began at the beginning of the week and it was just pure coincidence that the SA Air Force was ready to assist. It is situations like these that make one proud to be a member of the SANDF. Some of the operations that took place, included patrols of farms, townships and the business centre of Uniondale.

Roadblocks were also conducted on the roads leading to and from Uniondale. Although there were no major successes, the SAPS and the SANDF believe that their presence made a difference.

At the end of the show Langkloof Commando held a drill demonstration, much to the delight of the crowd who were left wanting more. The people appreciated the presence of the SANDF and the SAPS.

The joint efforts of Langkloof Commando and the Uniondale SAPS paid off as they took first place among all the exhibitors. Lt Col F. Kemp, Officer Commanding of Langkloof Commando, and his second in command, Maj K. Kennedy, together with Inspector T.S. Victor of the Uniondale SAPS, received the trophy jointly.

According to Mr Bennie Stemmet, President of the Uniondale Agricultural Society, the relationship between his organisation and the commando is very good.

Langkloof Commando and the SAPS have confirmed that a number of people have come forward to convey their delight with such a wonderful show and the knowledge that they had acquired about the SANDF and the SAPS.
Only the President may institute honours

By Brig Gen Deon Fourie, Reserve Force

From whom do honours come? Are they simply gifts from a commanding officer or the Chief of one of the Services? The answer is that they may come from only one source - the President.

That much is clear from the Constitution of 1996. It is a prerogative, that is a personal authority of the President to decide on the awarding of honours - orders, decorations and medals. No one else has this right in South Africa. It is the President’s prerogative as President or Head of State and not as Commander-in-Chief of the armed forces.

It is a national, not a departmental prerogative. Orders, decorations and medals are not awarded by any ministry or department - they are presidential and thus national awards. That means that the President may institute civilian, as well as military honours. It also means that honours are not to be bestowed by ministers or heads of departments across departmental lines. When a member of one department has been useful to another, the correct procedure is for the head of the second department to forward a recommendation to the first person’s department with a request that it be passed to the President.

The institution of any of the orders, decorations and medals meant for the SANDF, for the SA Police Service or for members of the public, is subject to the approval only of the President. The President naturally acts on the advice of various departments and the Chancery of Orders in the Presidency. But the final decision belongs to the President. Orders, decorations and medals are instituted by a document known as a Presidential Warrant. This is a form of executive law-making by the President. The Warrant indicates that orders, decorations and medals are honours coming from the highest official source in the country and they should be treated with respect.

An implication of the President’s role is that no one may ask for an honour as a right. The award of honours is subject to the President’s approval in the same way as the establishment of honours is the prerogative of the President. In the case of certain honours the President may delegate the authority to award, but that does not change the fact that the honour comes from the President of the Republic of South Africa.

How honours are awarded

How is the President to know to whom honours should be awarded? In the SANDF all recommendations for awards should be made by the commanding officers of units for deserving members serving in the unit. In cases where other people become aware of brave or meritorious conduct, they should make recommendations - through channels of command.

Each year the Presidency publishes a notice asking for recommendations for the award of orders to deserving citizens. It is preferable for such recommendations for members and employees of the
forwarded. However, it is the duty of all persons holding authority over others continually to look out for brave, meritorious or devoted actions so that the commanding officers can be told in good time for formal recommendations to be made.

Recommendations should then follow a path through the chain of command to the next headquarters until they can be channelled through the Chief of Joint Support to the Minister of Defence and thence to the President.

There are various forms and formats used for the citations and recommendations for the award of honours. Citations for awards for gallantry, bravery and distinguished or meritorious service are made out in the format provided in the standing operation procedure (SOP) concerning decorations and medals in the same way as recommendations for operational, long service and commemorative awards.

The wise and just allocation of honours - orders, decorations and medals - does a great deal to contribute to and improve morale amongst members of the armed forces. The commanding officers of units, their officers and non-commissioned officers thus each have the responsibility of ensuring that proper recognition is given for devotion beyond the ordinary demands of duty whenever recognition is due and with the least delay. Officers and NCOs can do a great deal to assist in building morale by suggesting recommendations for honours to their superior. In particular, recommendations must be put forward fairly and fully so that steps are taken to reward deserving personnel. This is the responsibility of everyone in authority. The Commanding Officer alone cannot be expected to see what is happening everywhere, especially in a large unit.

It is also important that good staff work is done to record what personnel are doing, so as to recognise them. Staff in Pretoria to ensure that the work is carried out correctly.

**Taking the trouble**

The complaint is often heard that it is impossible to obtain merit decorations for deserving personnel. This tells one something about the people responsible for making recommendations. One simply has to compare units to understand what is meant by the latter remark.

According to the most recent regimental history of the 1st and 2nd Transvaal Scottish (JH Mitchell Tartan on the Veld, Johannesburg, 1994, p.621), in the years between 1975 and 1992 the officers and other ranks of that regiment were awarded four Southern Cross Medals and 38 Military Merit Medals (MMM). In 1977 and 1979 ten MMMs were awarded and in 1984 alone there were ten awards of the MMM.

The history of the Pretoria Regiment shows that during a period of four years (1976 to 1980) officers and other ranks received seven MMM while the OC of an attached Light Workshop Troop was also given the MMM for service while serving with the Regiment. During the same period the Regiment’s Secretary received the Commendation of the Chief of the SA Army. The Chairman of the Regimental Association who had devoted time and work to the Regimental Association, to the South African Legion and to the Jewish Ex-Servicemen’s League, was made an Officer of the Order of the Star of Africa.

Why then is there apparently no recognition of outstanding services of the highest order and the utmost devotion for military officers.

The Southern Cross Decoration for recognition of outstanding services of the highest order and the utmost devotion for military officers.

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Continued from page 37

that courage, leadership, devotion to
duty and merit are rewarded - and
early enough to encourage service
personnel to go on giving of their
best. The award of an honour is not a
signal to stop achieving. It is a signal
to strive to even greater devotion to
the country, its defence and security
and its advancement in every field of
endeavour. That is why honours are
bestowed on civilians, as well as on
military personnel, Reserve Force and
Regular Force.

Prisoners of war and missing
personnel

No awards are made to officers or
other ranks reported missing or taken
prisoner of war (POW). This is to
avoid such personnel being held
hostage or otherwise discriminated
against as a result of honours received
while in operations against the
enemy. Also, in some cases, the fact
of either being taken prisoner or dis-
appearing and posted as “missing”
may justify a board of inquiry. Such
people may be nominated for hon-
ours, but no awards will be processed
until their subsequent escape or
release, in the case of POW, or on
their return to their units in the case
of those reported missing.

Honours and the next-of-kin

When personnel of the armed
forces die before they can be nominat-
ed for honours or before the honours
can be presented to them, the honours
may in certain cases be presented to
the next of kin or, where there are no
relatives, in some circumstances to a
party with a personal relationship
with the deceased recipient.

There is a mistaken belief that
such people may wear the decora-
tions or medals, but that is quite
wrong. The next of kin or any other
persons are not permitted to wear the
decorations or medals of deceased
servicemen, except at commemoration
parades and services, when they may
wear the awards on the right breast to
commemorate the lost member of
their family - a spouse, a son or
daughter, a father or a mother.

Treatment and disposal
of honours

An honour, such as an
order, decoration or medal is
so special that it has to be
treated with the greatest
respect. There are prescribed
ways of wearing them,
prescribed ways of preserving
them and it is especially
forbidden by the President for
anyone who has been decorat-
ed ever to sell the insignia of
orders, decorations and
medals. They may be left to
heirs - children or spouses or
friends - by bequest in one’s
will. Any of the latter must treat
honours with the same respect and
they may also only dispose of them
by testamentary bequest. Often one
sees that someone’s medals or decora-
tions are being sold. Sometimes col-
lectors are willing to pay large sums.
To buy and sell honours is illegal, as
well as disrespectful. This conduct
should never be allowed in or out of
the Services.

The nation’s gratitude

The President represents
South Africa to the outside
world and also to all of her
citizens. When the President
bestows an honour - whether it
is for supreme courage or for
great merit in achievement, it
means that the country is
recognising the recipient. It is
not the whim of a single indi-
vidual that is being satisfied
when one is admitted to an
order or awarded a decoration
or medal.

The President bestows hon-
ours on the recommendation of
the leaders in the Defence Force
because they should know who the
brave and the meritorious are.
However, the honours come from the
hand of the President as an indication
of national admiration and gratitude.
Every leader in the SANDF owes a
duty to the President to ensure that
the names of the brave and the meri-
torious are speedily brought to his
attention to enable him to honour
them justly.

The author

The author of this series of articles has served part-time since 1950 - in the 2nd
Regiment Botha, in the SA Marines, the SA Navy, the Pretoria Regiment, at the SA
National Defence College and as Director, CF Liaison, on the Staff of the Chief
of the Army and on active service as acting SSO Operations, Windhoek. In civilian
life he taught Strategic Studies at the University of South Africa. Previously he
chaired the State Heraldry Council and the Council of the SA National War
Museum. He is a member of the SANDF Advisory Panel on Honours. He has pub-
lished widely on military affairs and he first contributed to this magazine in 1961.
Provide exceptional client service

By WO2 A.F. de Vries, Langebaanweg AFB

It has been said that service management is a total organisational approach that makes quality of service, as perceived by the client, the number one driving force for the operation of any military organisation. But so often managers pay only lip service to client service - they are too tied down with the day-to-day concerns of production, meetings, paperwork, budget and personnel matters. Identify who your clients really are and what you can do to improve the organisation’s client service. Why not start with these basic ideas:

Let no client wait more than three minutes: Time is productivity - for the client too. If you work at minimising client waiting time to no more than three minutes, you will gain more clients than you will lose. Productivity in the military also means to save or lose money.

Do a little extra each time: Always try to exceed customer expectations by providing an unsolicited little extra - it is called value adding. When your car is serviced and the dealer blackens your tyres at no charge and leaves a chocolate bar on the driver’s seat, chances are you will return.

Redress a client concern immediately: There are no “little” problems when it comes to client service. You must take action, without hesitation, to redress any shortfall in service. Any delay in meeting a dissatisfied client’s needs could result in alienation and loss of business. On the other hand, prompt action can create a perception of a higher standard of organisational performance than if the problem had not occurred in the first place.

Take five seconds to answer the phone: The telephone is often the first as well as the final point of contact for some clients. Answer the phone before its fourth ring. Any undue delay, any unanswered call or any engaged signal and your organisation’s goodwill could suffer, to say nothing of lost business.

Seek staff ideas on improving client service: Many of the best ideas for improving client service come from those who deal with your staff. Implement their ideas whenever possible and provide encouraging feedback on suggestions that can be used.

Attend to detail: The ultimate test of a really caring attitude towards the client is your attention to detail. It has been calculated that eighty percent of client alienation comes from getting twenty percent of the detail wrong. While clients do not expect perfection, they do expect you to recover quickly and sympathetically.

Keep those promises: Organisations win clients by making promises about service - and retain customers by keeping those promises. The more promises you, your organisation or your staff make about quality responsiveness and reliability and so on, the more they must be kept. If a staff member promises to “get back to” a client today, they’d better do it - even if there’s nothing to report.

Monitor those things you do not notice: How do your face-to-face people present themselves dress-wise and in terms of attitude? What about the appearance of that ageing sign, tired organisation logo or old-fashioned letterhead? Do your people smile and say thank you? How is your receptionist’s or secretary’s telephone answering technique? Such basic outward signs are vital in securing a client’s confidence that the service you provide is reliable. Be courteous and provide high quality service.

Make sure your staff is “in the know”: Your organisation can only be judged as the best provider if your staff is “in the know”, eg are your employees familiar with the job, product and service? Do they know what service is really about? Do they know the organisation? How to get things done? How to solve problems? Do they know regular clients by name?

Be confident that everything works: A failure in the system is simply a breakdown in management. If you are guaranteeing service, make sure the system works: the computer in your office, the photocopier machine, the payphone in the foyer and/or the broken chair in the conference room.

Get to the clients before they get to you: Things inevitably go wrong. Often it is not your fault, eg your products or spare parts are not delivered on time. Whatever the reason, if you have made a promise to the client that cannot be kept, it is essential that you inform the client before he or she informs you. Chances then are that he or she will be sympathetic rather than angry, and he or she might even thank you for keeping him or her advised.
Apart from the SA Police Service (SAPS), the metropolitan and municipal police organisations and various traffic departments that can be found within South Africa, there is another little known police organisation, the Military Police Agency (MPA) - SANDF. Members of this police organisation have virtually the same powers, duties and functions as members of the SAPS, provided there is a link between the alleged offence and the Defence Act, 1957, or SANDF property, personnel or premises.

The Military Police Agency (MPA) is virtually the private police force of the DOD. Since 1912 military police have operated in one form or another within South Africa, as well as wherever South Africa’s armed forces have operated outside the country’s borders.

From 1912 until 1922 the two companies of Military Police formed part of the South African Mounted Rifles (SAMR). However, with the absorption of the SAMR into the South African Police, personnel from the South African Field Artillery provided the entire military police organisation of the Union Defence Force.

This changed during 1938 when the South African Corps of Military Police was formed. This organisation provided the army’s policing services until 1 April 1999 when, together with the SA Air Force Police and the SA Naval Police, they were amalgamated into one organisation - the Military Police Agency.

The MPA is controlled by a headquarters in Pretoria, and comprises of four military police regions with subordinate area offices at most military bases, the Military Police School, two military correctional facilities, as well as an operationally deployable unit (13 Provost Company) and a Reserve Force unit manned by Reserve Force members. The Chief of the Military Police Agency acts as the specialist military police advisor to the Chief of the SANDF, and has direct access to both the Chief of the SANDF and the Secretary for Defence in respect of military police matters.

The authority of the military police is derived from the Defence Act and the SANDF General Regulations. Section 87(g) of the Defence Act, 1957, allows the Minister of Defence to issue regulations regarding the execution of police duties by members of the SANDF.

Regulation 2 of Chapter XI, SANDF General Regulations (as substituted by Government Notice No R1431 of 31 October 1997), stipulates that a military police official may at any time perform police functions. These include the maintenance of law and order, the investigation of any offence or alleged offence, and the prevention of crime for the purpose of any provision of the Defence Act, Act 44 of 1957, or any other law, in so far as it applies in respect of the SANDF, any member thereof, or any property thereof, or any land or premises under its control.

Regulation 3 stipulates that a military police official may, in the performance of any police function referred to in Regulation 2 for purposes mentioned in that Regulation, exercise any power or execute any duty which may be exercised or executed in connection with such function by a member of the SAPS established under the South African Police Service Act, 1995 (Act No 68 of 1995); or any functionary who in terms of a definition in the applicable law is or includes a member of the SAPS; in terms of any law.

**What does this mean?**

The following may serve as examples to illustrate their jurisdiction. If an offence is committed in terms of the Defence Act, the military police have jurisdiction. In cases where SANDF property is involved in an
offence, such as being used to commit a crime, military police have jurisdiction. If a soldier were to be assaulted by a civilian or vice versa, military police would also have jurisdiction.

With an authorised strength of about 1 200 members to police the SANDF, practical implications do, however, often dictate that a case must be either jointly investigated by the SAPS and the military police, or that a case be handed over to the SAPS and handled totally by the SAPS. Most cases that are strictly of a military nature will be investigated in their entirety by the MPA.

Another practical implication of this legislation is that members of the military police have exactly the same powers as are contained in section 13 of the SAPS Act, 1995. Just as the SAPS may do, military police officials may serve or execute any summons or warrants; exercise such powers and shall perform such duties and functions as are by law conferred on or assigned to a police official; set up roadblocks and checkpoints; and cordon off areas for investigation purposes.

Military police officials, unlike the run-of-the-mill soldier, are also not limited by their rank when soldiers must be arrested, but are authorised to arrest any soldier, regardless of their rank, although out of courtesy, officer offenders will normally only be arrested by a military police official with officer rank.

Military Police, because of their very nature and background, have a much wider functional area to cover than the average SAPS member does. It is often quipped that military police personnel are combat soldiers, traffic officers, prison warders and police officials all rolled into one tough packet.

Military police execute five different functions. There are Law and Order Operations (LO); Manoeuvre and Mobility Support Operations (MMS); Internment and Resettlement Operations (I/R); Area Security Operations (AS); and Police Intelligence Operations (PIO).

These functional areas are broken down into different task areas that vary from traffic control of military convoys to the handling and safe custody of prisoners of war, and from the gathering of police information and intelligence to the prevention and investigation of crime.

Fortunately, the military justice system and unit commanders reduce the need for military police to handle those horrendous, blood-and-guts-crimes that the SAPS meet on a daily basis. It does, however, not mean that “MPs” will not have to investigate them, especially when foreign deployments are considered. Instead, “MPs” often have the pressure of crimes resulting from alcohol and drug abuse, or the pulling over of a traffic offender only to have a major tell an “MP” that he’ll not accept a traffic ticket from a junior rank.

In recent times military police have become intensely involved in support to military peacekeeping operations. Initial peacekeeping training for all personnel was begun during 1997 and MPA members can now be found in Burundi with the SANDF Protection Detachment, and in the Democratic Republic of Congo where 48 members form most of the United Nations Force MP Unit.

“MPs” are the law, but they are also combat soldiers who must be trained in river-crossing, night-firing of pistols, rifles and machine-guns, and biological and chemical warfare defence, to name a few training requirements. Centralised policing training for all military police officials is undertaken at the Military Police School situated in Thaba Tshwane, Pretoria. Apart from continuing military police training, further advanced policing training is also undertaken at the SAPS Detectives Academy, the SAPS Dog School, and other SAPS training institutions around the country. In addition, training to improve service delivery to the military community enjoys priority.

Some “MPs” have even received training with the Danish Militaerpoliti, the Canadian Armed Forces Security Branch, the British Corps of Royal Military Police (RMP), and the United States Air Force Office for Special Investigations (AFOSI).

Should any SAPS members wish to contact the Agency they can do so by using any of the following channels: email address: magency@mweb.co.za, tel no: (012) 355 5598, or the toll-free Crime Line at: 0800-222091.

More historical information can also be found on the website at: http://home.mweb.co.za/re/redcap
Committed to developing human potential

By Lt Col (Dr) G.A.J. van Dyk,
Chair: School for Human Resource Development

Since December 2002 the Military Academy has been introducing different academic programmes at the Military Academy. The B Mil programme in Security and Africa Studies appeared in the January 2003 edition of SA SOLDIER. In this article an overview on the B Mil programme in Human and Organisational Development will be given.

The SANDF is a microcosm of the broader South African population. As such, the political, societal and legislative changes that have manifested since 1994 have resulted in a fundamental transformation of the SANDF. This has an impact on the need to develop human resources to ensure credible defence and sustainable service delivery at all levels, and more importantly, to meet the present and future needs of the organisation. The White Paper on Human Resource Management in the Public Service, the Employment Equity Act and the Skills Development Act all have implications for human resource management and the development of human potential in the public sector.

The Military Academy’s School for Human Resource Development is therefore committed to the development of human potential in future leaders of the SANDF. Globally and locally, human resources are viewed as the greatest asset in any organisation. The development of this asset would therefore ensure sustainable and competitive advantages for the SANDF and ultimately for South Africa as a whole.

The aim of this article is to bring the opportunities that are available within the School for Human Resource Development in the Faculty of Military Science to the attention of members of the SANDF.

School for Human Resource Development

“Committed to Developing Human Potential” - To meet the needs of the SANDF in providing tertiary education for future commanders, personnel officers, intelligence officers, officers in other supportive roles, and officers about to assume senior management roles.

The School for Human Resource Development focuses on the development of competencies by offering tuition for undergraduate and postgraduate purposes in the B Mil Programme in Human and Organisation Development. This programme entails the following courses:

Undergraduate

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<td>Introduction to Human Resource and Organisa</td>
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<td>Ergonomics</td>
<td>Human Resources Management</td>
<td>Research Methodology and Psychometrics</td>
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<td>Career Psychology</td>
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<td>Criminal and Military Law</td>
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<td>Public &amp; Development Management</td>
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The legal subjects serve to support and complement the above-mentioned programme and Criminal and Military Law is recognised by the SANDF. Students who have completed these subjects need not attend the compulsory advanced military law course offered in the Army.

School for Human Resource Development

Enhances military professionalism.

Military Psychology, with themes such as Operational Psychology, Peacekeeping Psychology, Psychological planning in operations and Propaganda Psychology, equips future commanders for peacekeeping operations in Africa.

Labour Relations, Strategic Management and the module on Management of Cultural Diversity educate and give officers the skills to deal with future challenges in managing a culturally diverse defence force, and give them a good grasp of labour relations and the strategic management of units in a transformation process.

Postgraduate

These programmes are available in Industrial Psychology and Public Administration on a modular basis over a period of two years.
Have you ever spoken to another person through an interpreter and found that you still had a problem in understanding what was being said?

Did this make you wonder whether the speaker of the language, which you did not understand, was incapable of coherent thought or whether the interpreter did not know what he or she was doing? Did you then query the interpreter only to be told that the interpreted version was exactly what the other person had said? Yet, you still had a problem communicating!

The reasons why communication by means of an interpreter is not always successful are numerous. For one, the person in need of an interpreter is often not aware of the fact that he or she cannot just grab any person in the corridor to quickly interpret!

While the thus appointed interpreter may be able to speak fluently in both languages about everyday topics, such as greetings, lunch preferences or the children, problems may start when the conversation turns to blocked sinuses, how to take a rifle apart or the various items and their meanings on a DOD salary advice.

Unfortunately, interpreting is hardly ever about general everyday concerns, but more often than not involves specific topics. Even though at least one of the persons communicating via an interpreter will be familiar with the topic and the corresponding terminology, the same cannot be expected of the interpreter, especially if he or she is not working in the same field.

The above problem is aggravated by the widely held belief that interpreters cannot prepare for an interpreting assignment because they speak while a conversation or discussion is in progress. This makes it notoriously difficult for interpreters (also in the DOD environment!) to get hold of material about the topic that is to be discussed.

Although it is true that interpreters cannot do much about their knowledge and terminology gaps while they are interpreting, it is of the utmost importance that they prepare as best and exhaustively as they can before an interpreting assignment. As is the case with most things in life, the more you put in, the more you get out.

The same applies to interpreters. If interpreters are given an idea of what the interpreting assignment will entail and material to familiarise themselves with the topic and the terminology, their performance will be so much better. This particularly applies to interpreting in the African languages where the appropriate terminology is often not readily available or does not exist at all and the interpreter will have to come up with strategies to overcome terminology problems beforehand.

However, interpreters do not only need a sound knowledge of the topic and the terminology; they must also get the language style right, which may differ from language to language. "Don’t eat here" may be perfectly adequate from superior to subordinate, but from subordinate to superior a more polite "you are kindly requested not to eat here" may be safer. Languages differ vastly with regard to the nuances they make and interpreters must be aware of them. Although stylistic errors do not necessarily change the content of the message, they may cause some serious embarrassment ("How’s your chow?" instead of "is your dinner to your satisfaction?").
Another factor that can cause serious problems in interpreting is the cultural aspect of communication. People who speak a certain language normally understand each other because they share a similar cultural heritage that conditions them to look at each other and the world in a certain way. They thus have the necessary background knowledge to make sense of what is being said and interpret it correctly.

However, in communication where more than one language is involved, such assumptions cannot be made. The cultural background, expectations and world-view of people in a communicative situation may differ to such an extent that meaningful communication cannot take place.

Where such insurmountable barriers to communication occur, it is the interpreter’s task to help remove these barriers by, for example, explaining certain concepts or supplying additional information to help people understand.

Interpreters must therefore not only know the languages concerned very well, but also the respective cultures. By analysing where the respective cultures differ, they can anticipate possible communication problems.

So far the linguistic and cultural competence indispensable to interpreters have been dealt with. However, a person may be completely competent in two or more languages and also know the respective cultures and cultural differences very well, but still struggle to interpret.

Most of us in the DOD who were asked to interpret at one stage (“you do speak two languages, don’t you?”) may be familiar with nightmarish situations such as getting stuck on an unknown word and consequently forgetting to listen to the rest of what is being said.

The scenario could be continued by having your mind wandering off while the person is still speaking, remembering key words but not how they are supposed to be linked or simply not being able to think of anything to say (horror of horrors!). Add to that grammatical and idiomatic mistakes that you would normally never make because of interference from the language you are interpreting from.

All the above problems do not arise from the fact that you are “stupid”, but that interpreting does not come naturally. Interpreting is a skill that has to be acquired, with competence in at least two languages being a prerequisite. Although it is mostly not feasible, interpreter training should not include language training, but concentrate on the skills needed for interpreting. Typically, interpreter training will include a lot of listening, speaking and concentration exercises, exposure to various subjects and different accents. These are some of the sub-skills needed not only for conference interpreting, which is interpreting at the highest level, but for any type of interpreting, be it at community or legal level.

Apart from doing away with some widespread misconceptions about interpreting, this article is also meant as an appeal to all those making use of interpreters.

Do not just use anybody for your interpreting assignment! While the cleaner or driver may interpret adequately under very specific circumstances and a subject specialist may do fine in his or her field of expertise, many interpreting assignments will require experienced and trained interpreters.

Moreover, once you have identified or been assigned interpreters, brief them in detail about the interpreting assignment and make subject-specific material and terminologies available to them well in advance. This may mean additional work for you, but in the end you will benefit from efficient and successful communication - which is what interpreting is all about and why you will make use of an interpreter in the first place.

Phone Ms Lulu Mfazwe at tel no: (012) 392 3190 for information on the Interpreting Facilitation Courses held at D Lang.
is your heart in the right place?

and live...

is your heart in the right place?

Live and let live