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Do not compromise on discipline

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Running for freedom and democracy

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FRONT COVER: The National Ceremonial Guard marches down Adderley Street towards Parliament. Please read more about the Opening of South Africa’s Third Democratic Parliament on pages 12 and 13.

(Photo: Sgt David Nomtshongwana)
Some news on the global front is that the SA Military Health Service will be hosting an international congress in September 2004 and one of the guests will be none other than the well-known Mark Shuttleworth. It will be the 52nd International Congress on Aviation and Space Medicine and it will be held at Sun City. Please read more about this prestigious event on page 9.

With the sun shining down from a clear blue sky the Opening of South Africa’s Third Democratic Parliament was a colourful event indeed. The opening of this particular parliamentary session triggered a lot of interest from young nationals who have only just recently discovered the power of the vote. Ten years of freedom, and a week after winning the 2010 soccer bid, the Opening of Parliament was, of course, a “truly” national event. Read more about this historical day on pages 12 and 13.

The Policy on Recognition of former Non-statutory Force (NSF) Service for the Provisioning of Pension Benefits (commonly referred to as NSF PensionDispensation), emanates from the Public Service Co-ordinating Bargaining Council (PSCBC) Resolution No 7 of 1998. This resolution sought to set aside a certain amount of money for the purposes of restructuring the pension benefits of members of the Public Service who were previously disadvantaged by the past discriminatory pension policies. The NSF Pension Dispensation, which seeks to address the disparity between former NSF members and former Statutory Force members in so far as pension benefits are concerned, was developed in line with the former Statutory Force members in so far as pension benefits are concerned, was developed in line with the Public Service Co-ordinating Bargaining Council (PSCBC). Ndivho ya ili likumezwa 7 la 1998 la 1998 la Public Service Co-ordinating Bargaining Council (PSCBC). Ndivho ya ili likumezwa 7 la 1998.

Manwe mafhungo a lihisi ndi a uri tshumelo ya zwa mutakalo ya vhuvhsvole (SAHS) i do vha vhutanganedzva vda dzangano la dzitshakha nga Khubvumuzwi huna munwe wa vhaeni i do vha i vho-Mark Shuttleworth. Li do vha li dzangano la vhu 52 nga ha divhavhuhufhi na mishonga ya tshikhuluni ni do no farelwana vho-Mark Shuttleworth. Li do vha li dzangano la vhu 52 nga ha divhavhuhufhi na mishonga ya tshikhuluni ni do no farelwana ngei Sun City. Nga vha vhale nga ha uyu mutambwa wa nthaka kha siatari la 9.

Nhambano a njilo ndi a uri tshumelo ya zwa mutakalo ya vhuvhsvole (SAHS) i do vha vhutanganedzva vda dzangano la dzitshakha nga Khubvumuzwi huna munwe wa vhaeni i do vha i vho-Mark Shuttleworth. Li do vha li dzangano la vhu 52 nga ha divhavhuhufhi na mishonga ya tshikhuluni ni do no farelwana ngei Sun City. Nga vha vhale nga ha uyu mutambwa wa nthaka kha siatari la 9.

Vhutambwo a hulva ha uluva ha phalamennde ya vhuvhuvshuvhothe (democracy) ya vhuraru ya Afrika tshipembe yo vha wa nthesa samusi na duvha lo vha li tshi khou penya-penya hu si na na gole lutomboni. U uluva ha ili liga la phalamennde ho disa dzangale-lo li hulu kha vhudzulapo vhsvsana samusi vho tsetshela maanda a u vota/ukhetha (vote). Nga ngoho u uluva ha phalamennde yo vha vhutanganedzwa vha mulayoni wa dzhumula vhu hukumudwa samusi yo vha vhulheloni ha minwana ya fumi ya mhopholombo, haufi ri tshi kha di bva gun- doni la (bidi) u vha vhutanganedza vhaeni vha bola ya milenzhe nga 2010. Nga vha vhale nga ha ili duvha kha masiati 12 na 13.

Mbekanyamaitele ya thendelo ya mmbi dza phanda dzee dza vha dzi si mulayoni (non-statutory) Malugana na u wana malambwa a phesheni (two dowleleleha sa NSF PensionDispensation), yo itwa nga Likumezwa 7 la 1998 la 1998 la Public Service Co-ordinating Bargaining Council (PSCBC). Ndivho ya ili likumezwa yo vha u vhutshela thelele ya u vhumbwa luswa malamba a phesheni dza vhsvushumi vha muvhvuso vha vha si farve zwavhudi nga dzipholisi dza misi ya khethululo. Nzudzanyo dza phesheni ya NSF, ine ya todou lugisa phambano vhukati ha dzuNSF na mirado ya mmbi dza mulayoni malugana na malamba a phesheni dzo bveledzwa uya nga likumezwa ilo. U talutshedza thaidzo mulugana na malamba a phesheni dza mirado ya mmbi dze dza vha di mulayoni, SA SOLDIER yo amba na mungamphandwa wa tshumelo dza phesheni dza NSF vho-Kolonele Helen Zobane. Nga vha vhale nga ha izwi kha masiati 14 na 15.

Nzudzanyo ya Thangule ya SA SOLDIER i do vha nzudzanyo i si ya misi yo kemudzishanu u shuma ha vhufumakadzi vhsvsana khoroni ya zwa vhupileli/mbimi ya lushaka ya vhupileli ya Afrika Tshipembe, nga maanda minwahani ya fumi ya u thoma ya mhopholowo. I dzhufi haufi vha vha tshidwanwe (coincidence) na duvha la lushaka la vhufumakadzi line la do pembelewana nga duvha la 9 Thangule 2004. Vhulhuhi ha vhufumakadzi! Viva vhufumakadzi!
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LEGAL COVER BENEFITS

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Postal Address: ___________________________
Tel (on) ____________________________ Cell ____________________________

LEGAL COVER

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<td>Legal Expense cover and Single Funeral cover only</td>
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Incorrect reflection of DOD top structure

The March 2004 edition of SA SOL-DIER contains a "photo structure" depicting the "Transformation of the top structure of the DOD". Although it is a useful and interesting way to demonstrate the transformation, it does not reflect the "new DOD" correctly. The "now" structure is merely an updated image of the "then" structure with new faces, but it does not reflect the redesigned top structure, nor does it express the underlying rationale of civil oversight as instituted by the new Secretary for Defence. However, although difficult to express pictorially, the concept of jointness should have been portrayed, along with (all) the current incumbents of the new top structure - Col Daan Boshoff, Chief of Joint Operations, Thaba Tshwane.

* Your letter was referred to the Head of Communication. Here follows his response - Ed:

Sometimes a face says more than a thousand words - Mr Vuyo Zambodia, Head of Communication.

Freedom of expression

When a nation attacks a single Government Department through shoddy journalism, you get two ideas. One is that the writers concerned are taking their freedom of expression too far, and the other is that they are bent on destroying that department at all costs. Lately the DOD has suffered so much bad publicity never before experienced. One wonders though, whether this has always been the case or is it merely the latest fad of the smear campaigners to discredit unjustly, disregarding the facts and logical reasoning.

A glance at the press clearly demonstrates the will to tear down whatever is being built. I observed in dismay how certain commentators feasted over so-called scandals and mismanagement rocking the DOD during the arms deal saga. A lot of "newsworthy" stories were cooked up to reinforce the notion that all is not well within the DOD.

For the record, let me state clearly that I am nobody’s pen pusher, nor am I out to protect or damn anyone. My objective is also never to condone any form of wrongdoing by any of my uniformed colleagues. I just care enough to put on paper whatever I think. Headlines such as "Army top brass held over alleged corruption", just do not do it for me. Any scribe worth his weight knows that such a cheap headline is a poor attempt at selling a bad story. Anything "alleged" is not really worthy of public consumption, especially if every graphic, but incredible detail is formed at the expense of a defenseless individual. Worse, such an individual may be an employee of the DOD, a government department trying its hardest to break away from its ugly past.

We have seen also how people’s privacy has been invaded to the point of victimisation. To the average reader, it is only "senior army officers" who get embroiled in fraud, child-maintenance court cases, drunk-en-driving sprees, domestic violence, etc. Both the DOD and the government’s image are being destroyed as a result. All this is being done with the pretext of fostering accountability and encouraging so-called transparency. Funny how new terms such as these are misinterpreted, and hence have enabled people to write unsavoury things about a particular group. In this whole debacle, poor soldiers become unwitting pawns as newspapers chase industry ratings and fiercely compete for profits at our expense.

Maybe this foul-meaning scribe is not entirely to blame after all, but rather the previous order where the military could do no wrong in the eyes of a civilian community. Another suspicion of mine is that, since the top brass has changed its hue and shape over the past ten years, some quarters find it hard, if not impossible, to stomach the painful blows of change - Ronnie Msomi, Middelburg.
The nation should take pride in its military

The letter "Feed the poor, not military (The Star, 30 April 2004) refers.

In response to this letter, I appreciate the opportunity to put the role of the SANDF at such events in its proper context. The military parade of 27 April 2004 was about three issues:

- Inauguration of the President of the RSA.
- Celebration of 10 years of freedom.
- The tenth anniversary of the SANDF.

The President of South Africa is the Commander-in-Chief of the SANDF and so a military presence at various high profile ceremonial events is both a protocol requirement and standard procedure. The recent inauguration event was elevated to an unprecedented level in terms of protocol and its local and international profile, owing to the fact that it coincided with South Africa’s ten years of freedom celebrations. For the SANDF this was also a historic occasion, the tenth anniversary of the first defence force of a democratic South Africa. This alone was deserving of an enhanced presence and public display of what defence in a democracy is all about. Our first democratic Constitution and a range of related post-apartheid legislation clearly state the importance of transparency, cooperation, mutual trust and respect between the military and civil society. This cannot be achieved if the military is isolated from the nation, whether in their barracks or in operation areas outside our borders. A public military parade is one way of “demystifying” defence in a democratic South Africa and in fact in any democratic country. The SANDF is a national asset, a symbol of national pride and identity, and to this end, the citizens of this country have the right to observe and appreciate the state of readiness of their defence force. Furthermore, the parade offers the public - and the taxpayer - the opportunity to witness firsthand the type and condition of equipment and personnel they are paying to defend them. It is not often that all the military services of a country get the opportunity to work together at a single public event in a united show of force. It is equally important that the individual men and women who constitute the military feel that they are part of our nation, and appreciated.

Opportunities to display capabilities and professionalism to local and distinguished dignitaries, cheering crowds, and local and international media, is fundamental to concepts such as nation building, patriotism, pride and loyalty. It is unfortunate that one or two isolated voices still equate parades with the aggressive role and actions of the former SADF. Effective defence for a democratic South Africa with its geographical size, and economic and international role playing profile, comes at a relatively heavy cost. That cost, however, currently constitutes approximately 1.5% of GDP - as compared to with 2.5% in 1994 - and 5.6% of the national budget. Further, there has been significant progress with regard to job creation and black economic empowerment as a direct spin-off from various defence procurement contracts. The SANDF has gone through significant development since its inception ten years ago. The parade is a window through which the public can view, appreciate and criticise us - General Siphiwe Nyanda, Chief of the SANDF, Pretoria. (Letter republished courtesy of The Star)

Learn to serve

"As soon as I get my promotion these soldiers will know who I am." These are words uttered by an officer hoping to rule. It is amazing, if not disturbing, to see that there are still members in our Department who are far from being transformed. If you have to serve a nation you must learn its lifestyles, customs and culture.

Work hand in hand with the entire unit and its members with understanding, enthusiasm, love and care. Be their adviser when they experience social problems. Guide them to avoid all these court martial cases. Talk to the people - do not shout at them. Work with people, not over them. Then we can call you "a leader". Why are some soldiers more equal than others? Why are some of us more concerned about the DOD policy only when they are required to help or provide. Other units support and respect the dead and relatives to the end, but they still serve the very same DOD. Why must we worry about distance and not our beloved ones when we bury them? Where is humanity, respect for all cultural backgrounds, love, dignity, loyalty, gender equity, colour blindness, trust and a true reflection of what we preach? I cried with disbelief when a Corporal had to take the place of a chaplain who did not attend the funeral. Not one of all the many chaplains in Gauteng could attend. I think we still have a long way to go!

What could thirty years of service mean without a rank? I often hear some of us saying "I am new in this unit". Who is going to take care of these soldiers when every three years our section heads run for greener pastures - cannot we boost morale? Are they not the heads of families? People must not work under you, but with you. Do not rule people, but lead or serve them. May God bless those who do their best and help those who are reluctant. We need prosperity now - Cpl N.A. Nontume, 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.
On 27 April 2004 South Africans celebrated ten years of freedom. The Department of Defence (DOD) has been prominent in many of the achievements of this country over the last decade. As we approach the second decade of freedom all of us representing the DOD need to ask ourselves how we can work in unity to help the Department continue to improve its performance. We need to aim to be even more committed soldiers, more efficient administrators, exemplary leaders, accountable officials and even better human beings to help the DOD and the SANDF to be a Force for Good.

In order to stimulate critical thinking in this regard, readers are invited to share their ideas and thoughts on this subject. The Government’s core message and dominant theme for the celebrations of the last decade is “People United for a Better South Africa and a Better World”.

One should take into consideration the undermentioned burning issues, which affected the first decade of freedom and should affect the second as well.

The core messages for ten years of freedom are:

- Celebration of freedom attained and thanksgiving.
- Pride in the achievements of the DOD and the SANDF since 1994.
- Looking forward to further progress, democracy and stability.
- South Africa’s co-operation with national and international partners (inclusivity).
- Humility in acknowledging that the management of social change is a process of learning.
- Contributions to the “Four Big Ideas”.

The “Four Big Ideas” are major issues as we progress to the next (second) decade.

They are the following: social responsibility framework, improving performance of the state, addressing the consequences of the social transition and the improving of the regional environment and implementing Nepad. Issues related to ethical and disciplinary codes as defined in the Code of Conduct are, as always, vital to our daily lives at the workplace.

The best contributions will be published in SA SOLDIER. A monthly prize of R300 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 - A Decade of Defence, Private Bag X158, Pretoria, 0001. Letters may also be faxed to: (012) 355 6399 or sent via email to: sasoldier@mil.za - Editor.
the SA Military Health Service (SAMHS) in collaboration with the SA Society of Aerospace and Environmental Medicine (SASAEM), under the auspices of the International Academy of Aviation and Space Medicine (ICASM) will host the 52nd International Congress on Aviation and Space Medicine at Sun City over the period 5 to 9 September 2004.

Two congresses of this kind take place annually, one in Europe and the other in the United States of America. During May 2004 the Surgeon General, Lt Gen Rinus Jansen van Rensburg, who is also the President of the Organising Committee and Col Pierre Erasmus, the Chief Co-ordinator of the Congress, attended the ICASM in Alaska, USA. Here they were granted the opportunity to market the capabilities and facilities of the RSA to host a prestigious event like the ICASM.

The ICASM will take place at the Sun City Superbowl and it is foreseen that approximately eight hundred delegates from around the world will attend. During this Congress world recognised experts will present scientific papers on related aviation and space medicine subjects. Besides formal presentations, the congress will also entertain delegates with exhibitions of international status. A highlight of this congress will be the participation of NASA.

As this is a glamorous event not only for the SAMHS and the SANDF, but also for South Africa, invitations to high-profile persons both from the military and civilian environments were extended. One of the many guests invited is the well-known businessman, Mr Mark Shuttleworth.

This is the third international military medical congress to be hosted by South Africa.

For more information visit the ICASM 2004 web site at: www.sasaem.co.za or contact Col Pierre Erasmus, the Chief Co-ordinator, at tel no: (012) 671 6801 or email him at: mwbandad@iafrica.com

Fltr: Col Ansie Venter, Lt Col Wynand Murray, Ms Ansa Jordan, Maj Gen Ken Ingham (Ret), Col Pierre Erasmus, Ms Hermie Britz and Lt Col Deirdré Botha - some of the members of the Committee of the International Academy of Aviation and Space Medicine.
Introducing our new Deputy Minister of Defence

Mr Mululeki George is the new Deputy Minister of Defence to replace the former Deputy Minister of Defence, Ms Nozizwe Madlala-Routledge. The newest addition to the defence environment’s rich history of leaders is a new deputy minister who claims to have been to too many places. He first went to prison and must now head one of South Africa’s biggest industries.

SA SOLDIER spoke to the man who was engaged in politics from a very young age. He said those were tough days that exposed him to arrest, a time that would forever mould his life.

He was originally a politician. As a result of his political activities he was sentenced to five years on Robben Island. Mr George stated: "If sentenced for five years on Robben Island it used to be said that you had just come in to dirty the dishes.”

Many inmates of the notorious prison island had stiff sentences that ranged from ten years to life.

Robben Island was also the place where Mr George would for the first time meet the Minister of Defence, Mr Mosiuoa Lekota, which Mr George considers a plus in working with Minister Lekota. "We established close ties on Robben Island to a point where sometimes when he was in the Eastern Cape for meetings Mr Lekota would stay at my house”, maintained the new Deputy Minister of Defence.

When asked about his professional history Mr George said, "When I left the island I worked for Anglo American Oil Company at junior level, and then of course I ended up being a Human Resources Director”.

In 1994, following the country’s first democratic elections Mr George moved to Parliament, where he still is. "I was a whip for the committees on which I served, the Public Works and Safety and Security Committees and, I was also what they called an additional member of the Defence Portfolio,” said Mr George.

"My brief was to come and help transform the Defence Force, like all the other structures of Government,” asserted the Deputy Minister of Defence. He continued: "There is a feeling generally within Government that in some areas transformation is not moving as fast as it could.”

"Because transformation is very complex we should be careful not to create problems; rather we should fix them.” Mr George continued: 'I think that I will be helping to ensure that transformation is speeded up and in fact fast-tracked, but it has to be done properly.”

"One thing I believe in is to understand things,” added Mr George, who then said that he prefers to make informed decisions. According to the Deputy Minister of Defence, at the moment what he and Minister Lekota have agreed upon, is to have areas of activity where issues are to be addressed.

On a more personal note, despite the location of his new job, Mr George still considers himself as one who lives in King William’s Town with his wife and the last two of his four children.

"The aim of defence is to defend the inhabitants of this country; as a father I also have the responsibility to protect the members of my family,” said Mr George when he expressed the feeling that this new portfolio was not too far removed from all he knows.

By Nomonde Vuthela
Photo: Sgt David Nomtshongwana
Do not compromise on discipline

Article and photo by
Sgt David Nomtshongwana

"If you want peace prepare for a war". This is the motto of the SA Army Combat Centre in Lohatla. This unit was the first pit stop of Gen Siphiwe Nyanda, the Chief of the SANDF, and his delegation. Undoubtedly Gen Nyanda and his delegation had a very tight schedule to ensure that they spent sufficient time at the different units over the period 19 and 20 May 2004.

Gen Siphiwe Nyanda, the Chief of the SANDF, Maj Gen Johan Jooste, Acting Chief of the SA Army, Maj Gen Dan Mofokeng, Chief Defence Corporate Communication, and WO1 Jakes Jacobs, Sergeant Major of the SANDF, landed at Seshen Airport, Brig Gen Teddington Nqapayi, the Commandant of the SA Army Combat Centre, and the senior officers were waiting to welcome Gen Nyanda and his delegation.

The aim of the visit was to inform the top echelon about the situation at the units so that our leaders could evaluate the equipment and the infrastructure of the military bases. Even though, according to the briefing, there are still challenging issues for the unit to overcome, such as renovations of its buildings, the SA Army Combat Training Centre is one of only four similar institutes in the world where exclusive and permanent facilities exist for continuous practical training.

Combined practical training takes place at the this unit, which is a requirement that applies to all armies worldwide. The terrain has been developed to meet the requirements of the different types of training. The role of this this unit is to facilitate the following: training of commanders, staff officers for the SANDF, forces at tactical and operational level, updating of doctrines, force training by means of field exercises, projection of a positive image, formal training, joint training and adult education.

Gen Nyanda and his delegation also visited 3 SA Infantry Battalion (3 SAI Bn) in Kimberley. A guard of honour welcomed them at the gate. As a soldier myself I could feel that we were now at a training unit. The place was sparkling clean everywhere. As if that was not enough Lt Col Riem Grobbelaar, Officer Commanding of 3 SAI Bn, during his briefing clearly stated the vision of 3 SAI Bn, viz that 3 SAI Bn is a professional military training depot characterised by a high standard of training discipline, effective command and control, moral values and integrity to ensure the best trained soldiers for the SA Army.

The vision explained it all and left no uncertainty that this was one of the best training depots in the SA Army. It provides basic soldiering skills to members of the Military Skills Development (MSD) Programme and the SA Army. The unit presents several courses to the members of the DOD. After the presentation the Chief of the SANDF and his delegation flew by Oryx to Schmidtsdrift to visit the students of the MSD, who were busy with the individual part of their practical shooting course. The students gave a demonstration with the different weapons. SA SOLDIER had the opportunity to talk to some of the students. One of the female students, Pte Chantal MacThomas, mentioned that the course was not bad at all, but one had to be determined. Pte Thapelo Kgosinyane said that he had learnt a lot about discipline and teamwork.

"We do not compromise on discipline at all; we are building tomorrow’s soldiers. We cannot afford to vary the standard of the training depot. If you want to see for yourself, come for detached duty for a week,” said WO1 ET Ntuli, RSM of 3 SAI Bn.

Brig Gen Stephen Marumo, GOC SA Army Air Defence Artillery Formation, and his senior officers welcomed Gen Nyanda and his delegation to the SA Army Air Defence Artillery School. They provided various briefings. 10 Anti-Aircraft Regiment provides training on the SA Army Combat Ready Air Defence User System.

The history of the SA Army Air Defence Artillery in South Africa dates back to 1939. This unit played a vital role after the first democratic elections in South Africa in 1994. 103 Battery and 10 Anti-Aircraft Regiment participated in the training of the Non-statutory Force members from 1994 to 1999.

The role of women as Defence Artillery soldiers has become visible, particularly because it was mostly women that received the required training. The fruits of equal opportunities were realised in 1997, when the first female soldiers were trained at the then 10 Anti-Aircraft School (now known as SA Army Air Defence Artillery School) as junior leaders.

Since then the SA Army Air Defence Artillery School and 10 Anti-Aircraft Regiment never looked back - they have trained leaders. SA Army Air Defence Artillery School is responsible for all SA Air Defence Artillery (SAADA) Corps training of the Defence Artillery soldiers in the SA Army.

10 Anti-Aircraft Regiment is responsible for providing support and combat ready soldiers for deployment on peace support operations, as well as deployments internally.

Gen Siphiwe Nyanda and WO1 Jakes Jacobs firing various weapons during their visit to Schmidtsdrift.
Cape Town is a place of remarkable beauty and temperamental weather to suit its wondrous landscape. The weather on the night before the opening of South Africa’s Third Democratic Parliament was warm and serene, but on the morning of that very significant day, 21 May 2004, clouds were pitch black till well past 07:00 as if threatening never to let the sun through.

Where a “Joburger” or any other visitor from outside of Cape Town may have been intimidated, Capetonians simply went about their business as if oblivious to what seemed to be the weather’s attempt to sabotage the morning’s proceedings. As if on cue the grounds of Parliament and nearby streets began to fill up. Embarrassed by the lack of attention following her tantrum Mother Nature accepted that the day was not about herself for a change; it was about us mere mortals and She joined in the good cheer. With the sun shining down from a clear blue sky the opening of South Africa’s Third Democratic Parliament was a colourful event indeed.

So many young people had come out to witness this momentous event; it was pretty clear that the next ten years of freedom have aroused a kind of awakening among the once extremely politically docile South African youth.

The opening of this particular parliamentary session triggered a lot of interest from young nationals who have only just recently discovered the power of the vote. Ten years of freedom, and a week after winning the 2010 soccer bid, the Opening of
Parliament was, of course, a “truly” national event.

People from across the board filtered into the grounds of Parliament, while many were quite happy to be witnesses from beyond the strong steel barricades that sealed off the home of the Members of Parliament (MPs). A number of streets were cordoned off, including Adderley Street, the direction from which President Thabo Mbeki emerged. His Military Police Ceremonial Motorcade escort was the only traffic moving up Adderley Street towards Parliament for the entire distance members of the South African Navy lined both sides of the street.

Parliamentarians walked on a red carpet into Parliament. A cheering public so pleased to be present with its decision-makers flanked the stunning red route to Parliament. The walk up the red carpet would also be an honour bestowed upon the SANDF National Ceremonial Guard.

There was music everywhere, the SA Army Band played on in a live performance, which included bagpipes and music broadcast from loudspeakers. The grounds of Parliament were filled with laughter and excitement.

The SANDF formed up the guard of honour, lined the steps and unfolded the National Flag just before the President's arrival in the grounds of Parliament.

Upon his arrival President Thabo Mbeki took the National Salute, which included aircraft flying in salute and a 21-gun salute, before he proceeded to the House of Assembly. A large group of youngsters, who had been given a day off from school presented President Mbeki with a Junior/Civil guard of honour. It was a new generation that will later take the lead in bringing the country to bigger success.

In his address to the nation President Mbeki expressed his delight that the April 2004 national elections had been free and fair, and declared that it was time for South Africans to go to work and put the future of the country first. “I wish you success in all your work,” said President Mbeki to his parliamentarians as he urged them to work full speed to fulfil the mandates.

Meanwhile the SANDF will forever be on standby, ready to assist our Commander-in-Chief, President Thabo Mbeki, in an endeavour to help boost the effort to take South Africa forward.
Clarify uncertainties about NSF pension benefits

By PO Dennis Ndaba
Photo: Sgt David Nomtshongwana

The Policy on Recognition of former Non-statutory Force (NSF) Service for the Provisioning of Pension Benefits (commonly referred to as NSF Pension Dispensation), emanates from the Public Service Co-ordinating Bargaining Council (PSCBC) Resolution No 7 of 1998.

This resolution sought to set aside a certain amount of money for the purposes of restructuring pension benefits of members of the Public Service who were previously disadvantaged by the past discriminatory pension policies. The NSF Pension Dispensation, which seeks to address the disparity between former NSF members and former Statutory Force members in as afar as pension benefits are concerned, was developed in line with the resolution. To clarify uncertainties regarding the NSF pension benefits, SA SOLDIER spoke to Col Helen Zobane, the NSF Pension Project Team Leader.

**QUESTION:** What procedure should be followed in applying for NSF Pension?

**ANSWER:** Members are to complete an application form. In the case of members who are no longer serving, the forms will be sent to their postal addresses. It is important that the NSF Pension Project Team should have the most recent and correct address of each member including addresses of beneficiaries in case of deceased members. The application forms of members, who have passed away, will be sent to their beneficiaries. The application form is pre-populated and what the member needs to do is to confirm the correctness of the information reflected on the form. If a member disagrees with any information on the form, the onus of proof will be on him/her. In other words he/she produces certified documents which prove his/her claim. A correctly complete application form, which will be submitted to Government Employees Pension Fund GEPF on behalf of a qualified member will trigger generation of a quotation. The quotation will reflect all options made available to the member under the dispensation. When the member receives the quotation form, the member should select the best option and submit it to the DOD NSF Pension Project Team, which will evaluate the validity of the option selected and, if satisfied, will then submit the quotation form to the GEPF.

**QUESTION:** Why is the determination of NSF Service subject to the attainment of a minimum age of 16 years?

**ANSWER:** South Africa is a signatory to the Charter of the International Labour Organisaton, which prohibits employment of minors below the age of 16. In order for a person to be a member of the GEPF, such a member must be in the employ of the state. By implication, people who are below the age of 16 cannot be admitted to a pension fund.

**QUESTION:** Why does the dispensation give recognition of service on a differential basis, that is 50% for members with service of less than 10 years and 100% with service of 10 years and more?

**ANSWER:** The NSF Pension Dispensation was formulated in the face of financial constraints and there are many groups of people who were previously disadvantaged by past pension policies. In other words the amount of money which was earmarked to address the problem should cover a whole spectrum of cases ranging from former NSF members to general assistants. The 50% and 100% was a result of negotiations of the government with the PSCBC, which led to the DOD receiving only 51% of the 1,5 billion rands allocated for the restructuring of pension benefits of the entire Public Service. Also taken into account is the fact that the length of service has a tendency to move in tandem with the age of individuals. In other words the longer the service, the older the individual. By implication the dispensation gives more recognition to older members. Whereas the older members do not have sufficient time...
accumulate their pension benefits, the younger members have the benefits of youth to do so.

**QUESTION:** Since NSF Pension and Special Pension are two different dispensations, why do NSF members have to choose between them?

**ANSWER:** Although NSF Pension and Special Pension dispensations are two different dispensations, they are both provided for under the same pension fund. NSF Pension Dispensation seeks to provide for pension to cover the period when as member was serving in his/her former force. Special Pension on the other hand seeks to compensate member for loss of opportunity to provide for pension while serving in liberation organisation. The two dispensations are focusing on the same period and if members are allowed to participate in both of the dispensations, the period of service will be doubled-counted.

**QUESTION:** Knowing that the NSF members were not engaged in any income earning activities during the period to be purchased, why does he/she have to pay a contribution of 5%?

**ANSWER:** The DOD and other role players have noted that some of the NSF members may not be in a position to pay the member’s contribution. The policy on NSF Pension provides that the member’s contribution is voluntary and an individual’s responsibility. In other words, if a member is not in a position to pay member’s contribution he/she will not forfeit the right to be considered for NSF pension benefits. However, the pensionable service recognised under the dispensation in respect of the member will be adjusted to take into account the fact that the member did not pay the contribution.

**QUESTION:** Why are former NSF members who did not join the Public Service excluded from the benefits of NSF Pension dispensation?

**ANSWER:** Former NSF members had the option to integrate or to demobilise and receive benefits in terms of the Demobilisation Act. Furthermore, these members could be considered for benefits under the Special Pensions Act of 1996.

The NSF Pension dispensation is a GEPF dispensation. The GEPF caters only for members of the Public Service, and members who demobilised and did not subsequently join a Government department, will not qualify for NSF Pension benefits. It is not legally feasible for these members to be paid benefits from the GEPF.

**QUESTION:** If a member sustained injuries while serving the former force, can he/she expect compensation in respect of these injuries from the NSF Pension dispensation?

**ANSWER:** The NSF Pension dispensation does not provide for injuries, but for pensionable service. However, if a member sustained serious injuries while service in his/her former force, provided that the injuries were incurred before 1990 and the injuries led to complete disability, such a member can apply for compensation under the Special Pension Act, Act No 69 of 1996.

**QUESTION:** When will benefits accruing from the NSF Pension dispensation be paid?

**ANSWER:** NSF Pensions are retirement benefits. Therefore payments in respect thereof will be effected on termination of service of the member. So, in the case of serving members, recognition of service will not necessarily be followed by payments in respect thereof. However, in the case of members who have already left the service, payment of benefits will be effected as soon as the process of recognition of service is completed. Payments will be made to beneficiaries of deceased qualifying members as well.

**QUESTION:** What is the impact of recognition of service under the NSF Pension dispensation on the post-retirement medical benefits?

**ANSWER:** Pensionable service accruing from NSF service falls under the GEPF administration. The post-retirement medical benefits of uniformed members, on the other hand, are administered by a private fund. Recognition of service under the NSF Pension dispensation therefore has no effect on the post-retirement medical benefits.

**QUESTION:** What is the position of a member who resigned or who was discharged from the military?

**ANSWER:** According to the rules of the Government Employees Pension Law, which pertains to NSF Pension dispensation, in order for a person to qualify for an NSF pension, such a member must meet all the following requirements:

- Be a former member of MK/APLA.
- Have entered into an employment agreement with the DOD on or before 31 March 2002.

In other words if a member meets the above criteria, such a member qualifies for NSF pension benefits, regardless of whether or not he/she is still in service.

**QUESTION:** If a member does not agree with the NSF service date, which is reflected on the application form, how does he go about ensuring that the mistake is rectified?

**ANSWER:** Such a member can write to the NSF Pension Project Team to raise his/her concerns. The letter will then be passed on to the relevant authorities for a decision.

**QUESTION:** What is the purpose of the roadshows?

**ANSWER:** The reason for the roadshows is to provide information about the NSF Pension Dispensation to all qualifying members and to guide them on how to apply for consideration under the dispensation.

All enquiries should be directed to the NSF Pensions Call Centre at tel no: (012) 339 5818/19. Members must also take note that the deadline for submission of forms is 30 June 2005.
Old Mutual boosts our deployed soldiers

By PO Dennis Ndaba
Photo: Sgt David Nomtshongwana

The Old Mutual Group donated R10 000, which will be utilised towards goodwill parcels for our deployed soldiers. The aim of the donation is to support soldiers currently deployed in the DRC and Burundi and to enhance a long-standing relationship with the soldiers, as they are among Old Mutual's biggest clients.

For many years Old Mutual, a proudly South African company, has played a vital developmental role in the South African community through donations, sponsorships and partnerships in sustainable projects. It is also committed to the economic growth and social development of South Africa. According to the National Marketing Manager of Old Mutual, Mr Esrom Ramadiro, this donation illustrates the support to the deployed soldiers and the fact that the Old Mutual Group Scheme cares for them.

When the cheque was handed over during a ceremony held at Defence Headquarters in Pretoria on 17 May 2004 the Chief of the SANDF, Gen Siphiwe Nyanda, thanked Old Mutual for recognising the efforts of the SANDF's peacekeeping mission in both the DRC and Burundi. He added that the Surgeon General and the Sergeant Major of the SANDF will know how the donation to our soldiers should be spent.

Gen Nyanda also mentioned that the deployed soldiers are our ambassadors and that we are proud of their contributions to peace and security in other countries. The Chief of the SANDF promised to convey the sentiments echoed by the Old Mutual Group Scheme to our soldiers.

Gen Sphiwe Nyanda, the Chief of the SANDF, receives a cheque of R10 000 from Mr Esrom Ramadiro, National Marketing Manager of Old Mutual, while Ms Lorna Mayekiso, Marketing Public Relations Consultant, looks on.

A worthwhile donation by friends

By Lt Zola Nombida, SAAF Museum Corp Comm Officer

The friends of the SA Air Force Museum donated a wheel-chair to the Air Force Museum on 4 March 2004. This chair will mostly help people with disabilities when they visit the museum. The old people and those who walk with difficulty will also benefit from this donation.

The Officer Commanding of the SAAF Museum, Lt Col Neil Thomas, expressed his deepest gratitude to the friends of the museum at large for making this wonderful donation, which is good news to our visitors who are coming to admire the history of the museum and of the Air Force in particular.

Therefore we are calling everybody, young and old, especially people with disabilities to come and visit the SA Air Force Museum. The museum is open from 09:00 to 16:00 on weekdays and 10:00 to 16:00 on Saturdays. There is a coffee shop on the premises offering friendly service and affordable prices.

For more information visitors may contact Col Lennox, the Historical Researcher, or Sergeant Major Taylor at tel no: (012) 351 2290 or 351 2282.

Air Force members care for pets

By Lt Lucy Greyvenstein, AF Gym Corp Comm Officer

In an effort to help the Centurion branch of the Tshwane SPCA the Air Force Gymnasium recently raised money and donated pet food to them. Lt Lucy Greyvenstein, Corporate Communication Officer of the Air Force Gymnasium, says she and her fellow communication representatives decided on a project that will promote a good relationship with members of the community and therefore donated cat and dog food, blankets and money to the Centurion branch of the Tshwane SPCA.

Mrs Annatjie Niemand, also from Air Force Gymnasium, handed R1 000 in cash to the SPCA. Mrs Niemand has a passion for cats and dogs and she yearly donates money to this Branch.
Our soldiers celebrating ten years of freedom in Burundi

Article and photo by
Lt Sabelo D. Mzoyi, Officer Instructor Army Gymnasium

The members of 9 SAI Bn currently deployed in Burundi (AMIB) celebrated ten years of freedom and democracy in Burundi on 27 April 2004.

Lt Col Bayanda Mkula, Officer Commanding of 9 SAI Bn, and Maj M.J. Tyhalisi, Second in Command of 9 SAI Bn, and staff members of this battalion made it possible for all members of 9 SAI Bn and the members of the other detached units to 9 SAI Bn to enjoy and experience this historic event.

Among the guests present were Brig Gen A. Gebrat Ayele (Acting AMIB Force Commander), Col V.B. Tshelane (AMIB Chief of Staff), Col S.J. Grobler (RSA Contingent Commander), Lt Col C.M. Pemba (Mozambique) and Lt Col Meley Amare (Ethiopia).

The celebrations started with an excellent drill parade under the command of Capt P.M. Mkumla, Alpha Company Commander, and WO2 A.J. Erasmus, the Parade Sergeant Major. Chaplain Thembela Patric Gxabe led the prayer and prayed for all the South African Forces deployed under AMIB forces for the prosperous ten years of freedom and democracy that God has given to them.

Col Tshelane addressed the parade. In his speech he said looking back at ten years ago, it seemed like yesterday, and yet so many things had happened. The AMIB Chief of Staff said it had been a short decade judging by the extent of the achievements of the SANDF. The creation and transformation of the SANDF have been a major achievement. He urged everybody in 9 SAI Bn and the SANDF to continue to uphold the values of our new democratic dispensation, which underpin the new military ethos we adhere to.

The master of ceremonies, the Adjutant of 9 SAI Bn, Capt Harold H. Gertse, gave the Officer Commanding of 9 SAI Bn the opportunity to deliver his speech. He started by thanking all the guests for their presence at this well deserved ten years of freedom celebrations. Lt Col Mkula said the aspects to be considered that led to success were the following: commitment, dedication, loyalty, tolerance and reconciliation.

Lt Col Mkula said that as loyal members of the SANDF and dedicated committed South African citizens, we are proud to say we have set the international standards by our achievements in ten years, namely our participation in peace support operations that started within five years in our democracy. He urged all the members present to adapt themselves to changing processes so as not to be isolated.

The Officer Commanding 9 SAI Bn left a message to our fellow brothers and sisters and the humble Burundians when he said: “We South Africans believe in ourselves and are guided by both the preamble of the Interim Constitution of 1993 and the preamble to our final Constitution of 1996.”

After Lt Col Mkula delivered his speech the guests were taken on a guided cultural tour where all the different cultural groups displayed their traditions and diversities. The Afrikaners prepared their delicious pot (“potjiekos”) and mampoer (alcoholic beverage) and played Boeremusiek. The Xhosas demonstrated stick fighting, which is performed by men during the welcoming back of a boy when he returns home from the initiation school, while the women were ululating and dancing to their songs. The Coloureds operated a tavern served the patrons with snoek (fish) and chips and gave the guests a pipe to smoke, while the Zulus performed their unique dance in their traditional outfits, which the visitors admired very much. The Sotho’s offered fermented sorghum beer, which the visitors tasted and then wanted more, and the women performed their traditional dance. The 9 SAI Bn Choir, under the baton of Capt M.W. Mdibane, sang gospel music. The choir has already recorded a “CD” in Burundi.

The guests from other countries were amazed by the way the South African soldiers were doing things, although they were from different cultural backgrounds.

Fltr, back: S Sgt D.J. Jonathan, Sgt H. van Zyl and Sgt Fobbies handing out some refreshments to the community around 9 SAI Bn Base in Burundi.
How to handle cold weather

By Maj E.F. Petersen, OIC Maritime Emergency Care Training Satellite Cape Town

Last year during March I was afforded the opportunity to attend a Cold Weather Medicine Course at the Maritime Warfare Training Centre at Bridgeport, California.

I left Cape Town International Airport on a Friday afternoon via Johannesburg International Airport on my way to the USA. I had never before flown overseas, but I have sailed by naval ship. The flight was a long-winded one of 24 hours. Flew from Cape Town - Johannesburg - Atlanta - Salt Lake City - final stop Reno. All looked big and lonely. I waited at the airport for an hour, without knowing who would fetch me. A very significant thing is that "a soldier knows a soldier" does not matter, but the part of the world you are serving in and in which defence force you are

will be ferreted out. The Sergeant who fetched me was also called Petersen. We travelled for about three hours by road to Bridgeport.

As it was winter at the time and being conscious of sudden snowfalls I was scared, having never experienced snowfalls. As a South African I had experienced only sunshine, Chevrolet and braaivleis.

I arrived at the base and was the only one in the dormitory. There was no supper, I ate from the rat pack that was left from the previous course. Sergeant Petersen was very apologetic and tried to make the best of it and made me feel comfortable. In the dormitory was an old TV with an old movie. The sound was so distorted that you could hardly hear.

As the night progressed I felt a lump in my throat from loneliness. The snow was lying against the wall of the dormitory: I could touch it. It was cold. Sunday morning I woke up, unpacked my luggage and lay in the dormitory - dressed up with nowhere to go. This was at the heart of the Iraq War. In the late afternoon the Course Leader, Lt Kenneth, turned up; we had a good chat. He then invited me for sushi - dinner in town. I had never eaten raw fish in my life and was very sceptical, but it was a feast.

The other students arrived late on Sunday evening. They came from all over the globe. I became more confident and relaxed. I was the only Operational Emergency Care Practitioner (OECP) from South Africa. There was one logistic officer from Russia, five American corpsmen and six medical officers.

The first week was spent in the classroom bombarded with theory, which was interesting and challenging. The second week we were issued with cold weather gear and a pair of skis. This was scary and challenging as I had never skied before. We were taken to the snowy mountains for field exercises for two weeks. I battled the first week trying to ski I fell with assault and attack packs on my back, and my friends had constantly to pick me up with equipment and all out of the snow to continue the journey.

We pitched tents, skied all day long, and did snow rescue work on sledges. I learnt a lot about nutrition, protective clothing, avalanches, overheating, personal hygiene, keeping warm and more. Yes, this was a lifetime experience I will never forget. I am using the information gathered in our maritime curricula to ensure that our sailors are well equipped with knowledge before they are deployed to cold environments, to help them protect themselves against the elements.

It is imperative that soldiers, airmen, foot soldiers and sailors are educated and well informed about cold weather conditions and how to handle them. Man and machine cannot afford to be apart, especially in hostile situations.

I would like to thank the Ministry of Defence, my Officer Commanding, Col Ligthelm, Maj Loryn van Wyk, the Foreign Relations Office, SAMHS HQ, and Mr Trevor Mdlalose from the Office of Defence Co-operation, for the arrangements made for my travel. These were spot on every time, and I travelled with peace of mind. I was proud to be an ambassador for the SAMHS, the DOD and my country.
Dazzle the crowds in Oudtshoorn

Oryx 1236 left the vistas of Table Mountain behind for the arid Klein Karoo. The mission: To dazzle the crowds at the Oudtshoorn Air Show.

Maj Gerrie Everts, AFB Ysterplaat Siyandiza co-ordinator, made good use of the Oryx and its crew to visit various schools in between shows. The Oryx crew consisted of Lt Col J.C. Kriegler, Lt Marius de Jager and F Sgt Frank Boekkooi, who entertained the learners with their experience and expertise on their flying machine.

Because of the inability of the PC 7 MK II Astra to land on a sports field, the "chopper boys" gave Lt Annabel MaCauley a lift to participate in the Siyandiza initiative. Being an instructor at Central Flying School Langebaanweg she gave invaluable advice to aspiring young individuals. Lt MaCauley is proof that all South Africans can serve their country, and she was a great inspiration to all the learners.

AFB Overberg with AFB Ysterplaat and AFB Langebaanweg arranged the SA Air Force’s Project Siyandiza ("We fly"), which entailed participation to promote aviation awareness among the youth in the Oudtshoorn area, during the Air Show from 29 April to 2 May 2004.

In addition to the static displays the personnel were also made available to promote aviation awareness. Emphasis was placed on the need for pilots, navigators, airspace control personnel and engineers.

Some of the learners had the opportunity to fly in the Oryx as part of aviation orientation.
Celebrations in the garden

By Matshidiso Pila
Photo: Sgt David Nomtshongwana

A ny celebration held in a garden would give peace of mind and certainly be the talk of the town. Even more so when you are celebrating the birth of a baby, which is acknowledged and loved everywhere in our country, yes, democracy, who else?

In the Garden of Remembrance, known as Isivivane Freedom Park, at the Voortrekker Monument in Pretoria, is the place where the Military Health Support Formation held its ten years of freedom in health care celebrations, as a continuation celebration of Health Month (April) on 7 May 2004. People gathered under the Lekgotla (“meeting”) Tree to interact with one another and to enjoy Mother Nature at her best. There could not be any better place than this to celebrate democracy.

Under the Lekgotla Tree, Brig Gen Buks Potgieter, the GOC Military Health Support Formation, Col Gideon Odendaal, Officer Commanding Military Health Base Depot, and Col Rina van Deventer, Officer Commanding Military Health Procurement Unit, attended the remembrance ceremony held at this very special place to pay their respect to those who had laid down their lives for our country during the past ten years. The symbolic value of the nine stones and trees representing all the provinces at Isivivane Freedom Park really made everyone feel that they belong.

A fever-tree was also planted at the Voortrekker Monument to symbolise the members’ commitment to care for the fragile, wounded and ill.

The celebrations started at the Voortrekker Monument with “the Amazing Race”, which consisted of various games being played starting at the Voortrekker Monument and ending at Isivivane Freedom Park. The games included jukskei, diketo (picking and catching stones from a small hole in the ground), puzzles and others. The teams competed in the various games, without any practice. After each game the players had to move to the next pitstop to play the following game. The players had to solve riddles for clues to give them directions to the next pitstop. One can just imagine how it must have been. Brig Gen Potgieter said they decided on these specific games because they represent games played by the various cultures - these games brought back good memories.

The last game consisted of the teams having to find their way to Isivivane Freedom Park - where the real celebrations started. The first team to arrive was Team Nine with eight members led by Maj Derek de Wit from Military Health Procurement Unit. The celebrations ended at Military Health Base Depot with a big braai.
Celebrating a decade of freedom

By Ms Nakedi Phasha
Photo: PO Eddie Kgomo

It was a lovely sunny day when members and friends of the local units under command of DOD Logistic Support Formation came together to celebrate a decade of freedom. The day was well organised with many activities planned. The day, 29 April 2004, started at 09:00 and ended in the afternoon with a braai.

One cannot start such a day without asking for guidance and blessings from the One above. Chaplain Joseph Moshapo from DOD Logistic Support Formation opened the ceremony with a prayer, followed by a short sermon. The scripture reading was from Psalms 133 which says "how wonderful it is, how pleasant for God’s people to live together in harmony" - which means it is wonderful for all South Africans, irrespective of race or gender, to live together in harmony.

After a heartwarming welcome from Brig Gen Barney Links, Director Supply Support and Service Management, the then Chief of Joint Support, Lt Gen Temba Matanzima (now Chief of Corporate Staff), made a grand entrance. The General dropped in for the occasion - with a parachute! As Lt Gen Matanzima was coming in they sang the song "Ubani obengathintta amabhubezi," which means "no one can touch the lions". The members of DOD Logistic Support Formation are indeed real lions, because they are a pride of lions that cannot be broken no matter their race or gender.

The highlight of the day was when women in different traditional dress and soldiers wearing uniforms of the former Non-statutory Forces and Statutory Forces joined hands to form a cross signifying the cross that South Africans drew during the first democratic national elections in 1994. Thereafter the crowd formed a circle around the cross to show the unity, union and togetherness that came after 1994.

Being able to play sport with one another is a way of showing unity. The colleagues played passionately against one another. The members of GSB MOD defeated the Maintenance Ordnance Depot in water games. While the other groups were playing volleyball, men were busy preparing fires for the braai. The theme of the day was "People United for a Better South Africa and a Better World".

There was smoke in the air and the smell of braaivleis completed the day. Everybody had fun, and it was time to eat, drink and be merry. DOD Logistic Support Formation is really transformed, "Thatha amabhubezi", take a bow, lions.
Bettering our service delivery

By Lt Col K.M. Richards, SO1 HR Strategic Planning (Directorate HR Planning)

He DOD regularly conducts surveys on the attitude of members or employees in respect of various issues. Surveys conducted during the past indicate that a high percentage of members or employees experience HR service in a negative manner. This indicates that the HR service is perceived to be unresponsive to members’ or employees’ needs. Such perceptions may also account for an undesirable attrition rate of members or employees and may contribute to low morale among members or employees.

In the public eye, perceptions of the DOD and the SANDF service delivery standards are considered favourable, as soldiers perform operations in a professional manner. Consider for example our support to the people in respect of crime prevention and external operations, such as the recent humanitarian relief operation in Madagascar and our peace support missions in the Democratic Republic of Congo and in Burundi. Notwithstanding this, persistent perceptions of poor HR service, inside the DOD and the SANDF, remain.

It is agreed that this situation must change. The DOD and the SANDF have embraced the eight Batho Pele principles as a means of bettering our total service delivery effort to both members and employees and external clients. These principles are:

- **Consultation.** Each member or employee should be consulted about the level and quality of HR services being rendered.
- **Service Standard.** HR functionaries should continuously strive to deliver a quality service to members and employees and other clients.
- **Access.** Each member and employee should have equal access to HR services.
- **Courtesy.** All members and employees should be treated with courtesy and the necessary consideration.
- **Information.** Each member and employee should receive accurate information and be informed of available HR services.
- **Openness and Transparency.** HR functionaries should provide for an audit trail of their actions or procedures, on request.
- **Redress.** Members and employees should have recourse to redress.
- **Value for Money.** HR services should be provided effectively, efficiently and in an economical manner.

Given the eight principles, it is agreed that professional HR service delivery does not require a huge effort, budget allocation or vast changes to the post structure. It does, however, require innovative, reliable, and consistent application of the basic elements of customer service. HR functionaries should exhibit personal motivation, the right attitude and behaviour in the workplace, and knowledge of processes and procedures.

Taking it a step further, for members and employees of the DOD and the SANDF the HR customer service is closely related to their experience with the very first HR functionary that they approach to obtain advice, guidance and support. For this reason, HR functionaries should be alert to how members and employees experience their service.

The service tips will definitely aid in changing the perceptions of members and employees and positively impact on HR service delivery in the DOD and the SANDF. It is agreed that any change or improvement must be experienced practically by Defence Force members and employees. It is for this reason that HR supervisors are encouraged to consider some planning aspects that might be helpful in performing an innovative and reliable HR service for members and employees.

- Supervisors should identify their client base locally and consider who they are, where they are, how far they are and what specific services they require.
- Supervisors should identify areas of concern and write them down.
- Supervisors should consider HR

Photo: Sgt David Nomtshongwana

Lt Col K.M. Richards.
functionaries’ training, proven skills, knowledge and experience of HR processes and procedures.

- Supervisors should identify skilled personnel.
- Supervisors should inform and cement relationships built on the foundations of customer service care.
- Supervisors should draw up and structure in-post training opportunities to increase the knowledge and skills of HR functionaries.
- Supervisors should regularly provide feedback on results achieved and accept criticism from within.
- Supervisors should identify quality performers and consider appropriate rewards for HR functionaries who excel.
- Supervisors should market the HR services available and find innovative means to communicate them to all members and employees.
- Supervisors should consider the financial needs to improve HR services and make them visible.
- Supervisors should be consistent in their application of control.

In our large and complex organisation there is always room for improvement. The DOD and the SANDF recognise that many HR functionaries walk the proverbial “extra mile” and are able to face the challenges that HR service delivery poses.

More importantly, the Minister of Defence, the Secretary for Defence and the Chief of the SANDF have recognised the importance of a quality HR service for our members and employees. As such, Desired End State 6 of the DOD Human Resource Strategy 2010 requires of the DOD to provide excellent HR service delivery. In this regard, a work group, which includes members and employees of the Services and Divisions, has been established to devise ways and means to address this desired end state. The initiatives of the work group will be communicated on a regular basis.

DOD and SANDF members and employees are welcome to provide written inputs to the Work Group on HR Service Delivery by mailing their suggestions to the Chairperson of the HR Service Delivery Work Group, Mr M.M.P. Motshepe, at the following address: Directorate Human Resource Policy Management, Private Bag X910, Pretoria, 0001 or fax their suggestions to fax no: (012) 355 5524. HR functionaries are at the service of our members and employees.

**Some HR customer service tips for HR functionaries:**

- Your attitude to service delivery determines the extent to which a member’s or employee’s confidence in accessing available HR services is increased or decreased.
- Your behaviour, while performing tasks, impacts on the perception of members and employees.
- Your level of knowledge and experience in resolving matters speedily determines whether your communication with members and employees is swift and accurate.
- Your response needs to be timeous in order to service the needs of members and employees.
- Your ability to give constructive feedback may influence supervisors’ decisions and thereby improve the HR services to members and employees.

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**A new marriage for a new era**

The launch of **MASIZA** took place at the Military Academy on 30 April 2004. **MASIZA** is a collaborative partnership between the Military Academy and **Mfesane**. **Mfesane** is a Christian development agency established to empower the poor and people with disabilities to achieve their full potential and participation in society.

**Mfesane** has been active in the Western Cape and Eastern Cape for over thirty years. The marriage between the Military Academy and **Mfesane** (replacing the **Matie** Community Service) hails a new era of interaction with the community of the West Coast and surrounding areas. The word “siza” is a Zulu word connoting assistance to people and **Mfesane** is a Xhosa word for compassion.

**MASIZA** is committed to contributing significantly to the developmental needs of communities through youth and skills development programmes aimed at the empowerment of all beneficiaries, and to build networks and promote co-operation with other service rendering organisations on the West Coast.

The Military Academy feels highly honoured to be part of this partnership and is intent on maintaining its community service programmes, which it sees as a vital element of service rendering.

**MASIZA** aims to achieve this through the following objectives:

- Contributing to community development and upliftment through projects aligned to the needs of clients;
- Enhancing officer development through community interaction;
- Utilising students, academics and military personnel of the Military Academy as partners in delivering programmes and projects to beneficiaries and, in so doing, cultivating an attitude of social responsibility through service rendering. **MASIZA** focuses on poverty alleviation and addressing the disadvantages experienced by communities, and thereby makes a meaningful contribution in such areas as development programmes for schools, youth development, social development and care, economic development and empowerment, as well as management skills. (Article courtesy of the Military Academy)
Soldiers and their commanders facing challenges

By Brig Gen Lindile Yam,
Director of Physical Training,
Sport and Recreation

The aim of this topic is to stimulate discussion within the SANDF milieu that would lead to a general mood of self-introspection and constructive self-criticism, leading to practical voluntary initiatives and actions to the advantage of the SANDF. (Part I was published in the June 2004 edition of SA SOLDIER.)

TBVC components

These were the elements that were created as an extension of the apartheid agenda. They were created for enforced political control of South Africans of African decent.

These forces, as an extension of the SADF territorial forces with some “autonomy”, were mainly trained by the SADF and as such abided by the same doctrines and standards until some, like the former Transkei Defence Force, began to assert themselves and fought for autonomy in a sensible way. This was due to the rising political awareness in the country and some inroads of the Non-statutory Intelligence elements working behind enemy lines. They were formally trained according to the principles of professional soldiering in a regular force environment and were thus required to uphold a professional military ethos.

These elements were also committed to soldiering, as they believed they had an enemy in the Non-statutory Forces. They also were from time to time required to be involved in combat with the SADF in Angola and Namibia. The atmosphere of hostility ensured, as it was the case with the SADF, that they remained focussed on the culture of soldiering. Some were also trained by the Rhodesian Sell-out Scouts and participated in the so-called anti-terrorist operations in Zimbabwe. Some also began to be secretly trained in other countries orchestrated, depending on the attitude of the then apartheid government or the strategies used.

This situation began to change for the element of soldiering as we know it, as new loyalties and identities emerged, but some clung to their old ways.

New challenges

The element of serious personal financial loss resulting from the justifiable change of accounting systems and the new people oriented government policies and a changed environment tempered the continued motivation and thus the pride of soldiering within the former TBVC SANDF elements. It is true that most of the fears within the previous statutory elements were based on possible personal financial loss. This is in no way meant to question the loyalty of the members and their commitment to the present status quo, but to highlight challenges faced by the present commanders in dealing with issues of discipline and pride in soldiering, which might still be influenced by these realities.

I need to refer to some of these to be understood and the reader should take note that they were not common to all four of the forces:

- The impact of reduced or no allowances as a result of no longer being involved in widespread
internal operations.
- The members had to be transferred to distant areas owing to new responsibilities in the RSA as a whole and not only to certain enclaves. The new system was also free of tribal and racial groupings and thus created a rich South African cultural environment. This obviously changed the element of comfort zones and family arrangements.
- It is true that some of these forces paid very little or were not required to pay at all for messing fees and transport to and from work and therefore the new system was a financial burden for them.
- The housing subsidies and allowances as applicable to the different forces were mostly much higher than even the monthly premiums and the effect of this on the new system brought the human factor to bear on the members’ continued soldiering.
- It was a financial advantage to be on operations as the areas of deployment were not as far from home, but maximum allowances were applicable.

I am convinced that any strategy of “IBUYAMBO”, meaning reviving the fundamental cherished pride in soldiering by men and women of this proud South African nation in military uniform must be premised from the understanding of these realities. In redressing this, the commanders need to work with accelerated enthusiasm, with precision, unquestionable commitment, immense dedication, sustained momentum, patriotic focus, iron discipline and dedication as well as with the necessary aggressive venom.

The SADF
This is a force that was regarded as the main military force in the country. It is the one that led the wars of aggression and conducted pre-emptive strikes on our neighbours. It was a force nurtured on real soldiering on the parade ground over many testing years. It was initially a highly motivated force with a cause to defend. White officers on the whole led it. Its culture was very much based on Eurocentric values, and as such was built on the "HERRENVOLKISM" type of racial mentality. It was motivated on the basis of supremacy of the white race over blacks. Members who formed its core leadership sucked it from their schools, churches and communities.

The benchmark for the development of the SADF was always in comparison with the best in Europe and America. The cold war era also meant wide-ranging support, especially from Britain and the US in terms of expertise in technology, organisation, financially and otherwise. The status of the white community in the RSA, which actually formed the SADF at the time, also meant that they settled for no less than classical military standards.

The prolonged conventional war in Angola also played a major and positive role in shaping up the SADF as a credible, highly professional military machine. This is the reason that led to its being so influential in determining the shape of the present-day SANDF. The professionalism would however, be tested against its background. The following are the facts:
- Racism in shaping up the officer corps was legislated.
- The blacks who later joined remained inferior, even from their white juniors. I mean, no white Private was expected to salute an African Lance Corporal. This in my view corrupted the essence of military professionalism.
- The messes used were divided along racial lines and those used by other races, irrespective of rank, were inferior. The sleeping quarters were treated in the same way.
- There was no doubt that the credentials of the former SADF’s level of professionalism when it came to military doctrines and the shaping of a military force cannot be questioned. It is, however, true that the type of politics used to shape up this force (racial hatred and segregation) became a "fungus" in the maintenance of this professionalism.
- It should be understood that military professionalism is broader. If we speak of a former SADF, white and in a homogeneous nation and country, as was the case with Nazi Germany, we would not be really questioning most of the elements. In this case we would only be observing their adherence to international legal ethics in conducting war. We can only question the level of professionalism in this case based on the fact that they ignored the non-homogeneity of their country’s environment. They neglected the needs of the rest of the population, were used against the population, and thus became dinosaurs. In reality their posture and conduct as a raw military force ensured discipline and credible soldiering.

They were, however, taught to act and behave like soldiers. There was justifiably and correctly no democracy in their organisation. This background, in my opinion, would come to haunt the present-day SANDF.

It is true that even today most of the ex-SADF members still refer to the former Non-statutory Forces members as integratees. Some regarded the other integrated forces as some outsiders coming to join them and subsequently messing up "their military culture". It is true that all the dynamics of these components forming the SANDF today have contributed to producing the present type of leader within the ranks.

It is the determination of the SANDF officer corps, but especially the Warrant Officers, that will change this for the better. We cannot continue looking at and appreciating the soldiering posture and discipline of soldiers in our neighbourhood, and still not be responsible enough to make a difference.

The realisation of democracy in 1994 meant a cultural explosion among the military belligerents forming the SANDF. This was the case even for the TBVC components that were generally regarded as almost friendly and probably one with the SADF.

This, up to now, has caused immense stress and frustration in realising the one nation type of military force. The ex-factor is still very prevalent, ranging from racial issues (Continued on page 26)
and so on. It is true that even the spectre of tribalism, as created by its architect, Hendrik Verwoerd, has come to haunt us.

The perception that the culture of the former SADF dominates the present military force is real and it seems that we tend to blame and point to the top rather than be the agents of the necessary change.

Our military courts are not trusted, especially by the African components of the junior soldiers, as the perceptions about race bias remain.

The position of some racially inclined newspapers is not helping the situation, as the military has also become a tool for frequent attacks and vilifications as if it was a political party.

A civilian with no military background will not appreciate the seriousness of the situation of a soldier with dirty uniform, untied shoelaces, answering back to an order in a manner unbecoming, ignoring compliments and saluting, being involved in public demonstrations, mixing uniforms, etc. Civilians would regard these in my mind, as a minor issue. But in fact it is a dangerous virus for a military force. It is exactly this which makes me question the wisdom of our legislators in allowing military unions within our military organisation. These realities have impacted badly on our young transforming SANDF.

**The way forward**

There is only one way forward in creating an environment of soldiering in our own SANDF. The commanders and all NCOs are responsible for achieving this. Any actions below what is required must be regarded as criminal.

The Sergeant Majors, as counsellors of senior officers, mentors of junior officers and guardians of NCOs and other ranks must begin to take responsibility or opt out. We can no longer continue at the same pace. They must also ensure that the components of different military cultures are introduced into this Defence Force.

We must ensure that our outcome based training curricula do not concentrate only on equipping own soldiers for own jobs, but that they are psychologically prepared for future vigorous battles and wars ahead. We must produce soldiers who are proud of soldiering and not "AMAJITA" and "OUTI YAMI". We must produce a credible force that wins the confidence of its commander, the political leadership, our own people and the international community. We must serve in a soldierly way and undo the justification for the unions. "No union will ever be a-political", never.

**Conclusion**

The integration of the different belligerents forming the SANDF today brought about a cultural explosion.

The accusations and counter-accusations as to the reasons for low standards of military discipline and lack of pride in soldiering are mainly as a result of leaders withdrawing from leading.

The democratisation of the military is not an option for a credible military force.

The vigorous psychological preparedness of the SANDF is the key to the maintenance of proud soldiering and preparation for war.

The elements that affected soldiers during integration are a reality and all endeavours to realise own goals should be premised from these realities.

The political leaders, military leaders and the legislators in our country should realise that the SANDF is the ultimate insurance of this country concerning life and death, and all endeavours must be made to retain it as a credible military force.

(Continued from page 25)

By Lt Lucy Greyvenstein, 
AF Gym Corp Comm Officer

The SA Air Force Band and the Air Force Gymnasium Corporate Communication Section visited VEZOKUHLE Junior Primary School on 12 May 2004. The learners enjoyed every moment with the Band and some of them even had a chance to experience a day in the life of the "Director of Music"… Some children showed their talents by marching and dancing on the stage. It was a very successful and joyous day and I am sure that some of the learners want to be musicians now. Capt Matthys Pienaar, Director of Music, said that the Band visits various schools despite their tight schedule, but that the Band makes a big impact on society. After all the dancing and laughing, the school’s principal thanked the Band and said that this type of visit convinced her that we are living in a democratic country.

She said that this event definitely made an impact on the futures of the learners. I wondered who enjoyed this day the most: The Air Force members or the children?

An Air Force visit ended on a high note

A learner enjoying his moment as "Director of Music".

S A S O L D I E R  •  J U L Y  2 0 0 4
Africa, and hence South Africa (and the SANDF) cannot escape the impact of the Information Age. It is therefore both a national and military strategic objective to utilise the advantage posed by modern communication, computer and information systems, and to mitigate the vulnerabilities introduced by the presence and use of these systems.

The military strategy states that the SANDF, as an instrument of state, must be prepared not only to engage threats of a military nature, but to accept non-nation and phenomenological challenges as well. In keeping with this responsibility the SANDF will address and develop its capabilities to meet the challenges posed by the Information Age.

Information warfare can be defined as all actions to defend the DOD’s information-based processes, information systems and communications networks, and to neutralise, exploit or destroy the enemy’s similar capabilities within the physical, information and cognitive domains.

The Directorate Information Warfare was founded on 1 April 2003 to establish and maintain the SANDF Information Warfare capability. The domain of information warfare (IW) in the SANDF has been defined, in the interim at least, as being the offensive and defensive application of electronic warfare (EW), network warfare (NW), psychological warfare (PW), information infrastructure warfare (IIW), information based warfare (IBW) and command and control warfare (C2W).

DIW is responsible for compiling the philosophy, strategy, doctrine, policy and master plans for information warfare in the SANDF and will strive towards creating an awareness of IW throughout the SANDF and among the relevant role players.

The CSIR (Defencetek) was tasked to do a study on what awareness training for the SANDF should entail and hereafter an Information Warfare Induction Workshop was organised to discuss the matter. The Information Warfare Induction Workshop was held at the CSIR Defencetek from 2 to 6 February 2004.

Representatives from the various role-playing directorates in the SANDF, Armscor, SITA and Defencetek participated in the event. Valuable discussions on the road ahead for IW in the SANDF (and RSA) took place, which made the workshop a successful point of departure for future developments, because participants arrived at a common understanding of IW.

Various modules were discussed at the workshop to arrive at an understanding of IW. IW History, Evolution and Lessons Learnt commented on the writings of Sun Tzu and on discoveries and developments made with regard to warfare in the past that led to the defining of IW. Terrorism and the Threat with regard to IW focused on current trends and the use of IW. It served to make participants aware of a currently emerging threat. International Terrorist Activities discussed more terrorist groupings, such as Hamas, PLF, JIHAD and others, as well as the Middle East conflict turning to cyberwar and cybercrime in the Middle East. Information Operations in Bosnia focused on the use of counter-information in the support of military operations and also for use in operations other than war. The Swedish View on IW provided a glimpse of how IW is handled in a first world country.

Command and Control Warfare: (Continued on page 28)
This module looked into the international definition of command and control warfare versus the SANDF’s definition thereof and the significance of this type of warfare in an African context.

Network Warfare gave a glimpse of the high-tech world of computer systems and networks. It indicated the vulnerabilities of networks and threats, such as hacking, with a view to obtaining the DOD’s information. Information-based Warfare referred to the providing of optimal intelligence in real time and thus having information superiority.

Psychological Operations stressed the importance of winning a battle or achieving one’s aim by affecting the hearts and minds of people. Electronic Warfare included interesting information on new electronic developments in the military environment. Information Infrastructure Warfare indicated the threat to the DOD regarding attacks on infrastructure, as well as the effect it would have on the functioning of the SANDF.

The workshop also discussed jointness in the SANDF. It was seen as a very important challenge and as a factor that will be essential for effective IW operations in the SANDF in the future.

The next step for DIW, in accordance with CMIS (and with the assistance of Defencetek), in the road ahead, is the creation of training material for use in IW awareness programmes. A SAQA certified learning programme is envisaged in the near future. This learning programme will consist of different levels of interpretation, understanding and application and will thus take the form of a basic information warfare programme, an intermediate information warfare programme and an advanced information warfare programme. Such material will be approved by SAQA before it is distributed to the various target groups.

A training awareness video will also be made for use as a basic awareness tool for IW in the different Services and Divisions and, for example, during the Basic Training Course.

Ready to deploy

By Capt M. Coetzer, 2 SAI Bn

2 SA Infantry Battalion (2 SAI Bn) is situated in the farming community of Zeerust surrounded by hills as far as the eye can see; it is bushveld country, with an abundance of fauna and flora. Zeerust is situated in the North West Province, 68 km from Mafikeng, 210 km from Potchefstroom and approximately 90 km from the Botswana border.

For the hunters among you, a variety of game lodges and ranches, as well as the exclusive Madikwe Game Reserve - boasting the Big Five, are in close proximity to 2 SAI Bn. The unit is fully equipped, its resources including separate large and small calibre rifle ranges, as well as a large training area.

2 SAI Bn was re-established in Zeerust after relocating from Pomfret in 1998. Col (then Lt Col) M.J. de Goede was appointed Officer Commanding until 14 March 2001 when Lt Col J.F. van Breda took over the reigns as Officer Commanding. 2 SAI Bn received the Right of Entry of Freedom of Zeerust on 10 November 2001.

2 SAI Bn also took part, in conjunction with the SAPS, in the internal stabilising of the country, specifically that of Cato Ridge prior to the 1994 national elections and the stabilising of KwaZulu-Natal prior to the municipal elections of 1996. The unit also participated in the first SADC peace support exercise, Exercise BLUE HUNGWE in Zimbabwe in 1997. Operations that the unit was involved in included the Combined Task Force Operations, Operation BOLEAS in Lesotho from October 1998 until February 1999, Operations POTHER, STIPPER and REWARD in KwaZulu-Natal over the period March to July 2001, during which the different companies were motivated and driven to improve on their predecessors, as well as Operation TANGO at Ramathlabama, just outside Mafikeng, from 20 to 28 November 2001.

During the latter part of 2002 members of 2 SAI Bn commenced in all earnestness with peacekeeping training in preparation for their upcoming deployment in the Democratic Republic of Congo (DRC).

After extensive retraining in both Potchefstroom and Bloemfontein, the advance party departed on their six month United Nations Peacekeeping Mission and returned in November 2003.

"Swarthand" guesthouse

In the training area 2 SAI Bn boasts a guesthouse like no other. Named "Swarthand", the guesthouse is fully furnished and is equipped with an indoor jacuzzi and a large open "braai" facility. You are invited to take the opportunity to explore 2 SAI Bn with its idyllic natural surroundings and end a wonderful day with the call of a jackal and a sizzling steak on the fire at "Swarthand". For more details and accommodation bookings contact WO2 M.E. Hattingh or tel no: (018) 642 1171 x6020.
Applaud exemplary role models

By PO Dennis Ndaba

Photos: Sgt David Nomtshongwana

The Human Resource Support Centre is a people-driven organisation and its outputs are totally dependent on the diligence, commitment and dedication of its members and its employees. The organisation reached a number of milestones during the last financial year and it was appropriate to recognise excellence.

In the quest to align itself with Batho Pele the Human Resource Support Centre held a gala event to honour and recognise the contributions of its employees on 13 May 2004. The festivities started with a flag hoisting ceremony and a medal parade held at the Personnel Service School in Thaba Tshwane. A serviceman does not boast about his service or exploits, but by looking at the ribbons he wears on his chest one can immediately see the wearer’s history, bravery, merit and loyalty.

Medals for meritorious and operational service were awarded to members of the SANDF who have excelled or served the country by participating in operations. The “Medalje vir Troue Diens” was awarded to members of the SANDF whose character and conduct have been irreproachable, while Certificates for Long Service were awarded to the Public Service Act Personnel (PSAP) in recognition of 10, 20 and 30 years’ service.

Among the recipients was Brig Gen Mthetho Myamya, who received three medals - the Merit Medal in Silver, the Merit Medal in Bronze and the Good Service Medal (Silver).

Maj Gen Aaron Ntshinga, Chief of Joint Training, officiated on behalf of Maj Gen Solly Shoke, the Chief of Human Resource Support, at this prestigious event. He said that we are witnessing history in the making, as this parade was the first of its kind to be hosted by the Human Resource Support Subdivision since its inception, and the fact that some members on parade were to receive the “Tshumelo Ikatelaho” (campaign award).

Maj Gen Ntshinga congratulated Brig Gen Mthetho Myamya, who received three medals.

Maj Gen Aaron Ntshinga decorates a proud Cpl Maria Mendes with the Good Service Medal (Silver) given to members of the SANDF who have distinguished themselves by a long and efficient service of 20 years.

Maj Gen Aaron Ntshinga congratulates Brig Gen Mthetho Myamya, who received three medals.

the SANDF came into being after the integration of former Non-statutory and Statutory Force members on 27 April 1994. Since its inception many major achievements can be noted. He highlighted the formation of the Defence Secretariat to enhance the civil oversight over the armed forces, the support of neighbouring countries in times of crisis and famine and the support to the South African Police Service (SAPS) in border protection and crime prevention by the SANDF.

“I would like to take the opportunity to congratulate the recipients of medals and certificates for a job well done. To qualify for the award of a medal or certificate requires dedication and perseverance. Wear your medals and display your certificates with pride. We applaud you and thank you for becoming exemplary role models to the members of the Human Resource Support Subdivision. I would also like to take this opportunity of thanking the recipients’ families for the sacrifice you have made, as well as your words and gestures of encouragement. They could not have done it without your committed support,” concluded Maj Gen Ntshinga.

After the parade all the members of the Human Resource Support Centre converged for the gala event held at the Dirk van der Hoff Building in Pretoria. Members were given recognition for their sterling contributions in the form of CHRS Commendation Certificates and Certificates of Appreciation. The South African Military Health Service Pipe Band and the National Ceremonial Guard Entertainment Singers entertained the guests.
Transforming the Navy

By R Adm Chris Bennett (Ret)

Probably the most important ongoing process within the SA Navy, and for that matter within the SANDF as a whole - and which interestingly enough also occurs in most military organisations, including the United States Navy and Marines - is loosely termed “transformation”. This means that a process is being carried out of organisational reconstruction to meet changing circumstances, roles and functions.

In the case of the SANDF transformation is a definite requirement at this time on at least two counts, namely:

• To slim down the heavy overburden of high-ranking posts established to cope with the volumes of bureaucratic regulatory minutiae introduced during the apartheid years.

• To correct the demographic imbalances in Army, Air Force and Navy personnel that exist because of the restrictions on recruiting placed on these three Services prior to 1994 by apartheid policies - for example the Navy by regulation was only allowed to recruit Whites, Coloureds and Asians, and had to retain a minimum percentage of Whites.

Although (taken from a purely operational perspective) the first of these reasons given is obviously the most critical, we must accept that from the political and emotional perspective the second count is going to get the most attention from both the authorities and from the general public. To an extent this will mean that the reduction in excess senior posts will have to remain in abeyance while men and women from the previously disadvantaged groups gain the training and the experience required to enable them to cope with the problems of senior rank in the Service.

This must be achieved in such a way that the organisation is not damaged while the process of reaching the required demographic balance is being implemented, especially in the upper level posts. One sincerely hopes, however, that the need to reduce considerably this overburden of senior posts does not become lost in the wash over time and then become conveniently forgotten.

Let us now examine the practical process of achieving this aim. If we as a nation wish to change the demographic balance in the Navy then we must also accept that in the implementation of this process the Navy is a special case with specific requirements. If these requirements are not met, the result is likely to be the slow destruction of what is at present still a very effective small navy. My argument in this regard is based on the fact that any maritime career has always been, and will always remain, very different from a career on land.

The first thing to be considered is that in terms of the new constitution, as well as the present defence policy, the SANDF, and thus also the Navy, is a purely voluntary organisation. This one factor makes the application of rigid demographic rules, that is set percentages of personnel from the various race groupings or cultures, extremely difficult, if not impossible to achieve and/or maintain. Such rulings should therefore be seen as guidelines rather than as being rigidly cast in stone.

This also spills over into branches within the Navy, especially where there is a further requirement for individual voluntary decisions, for example all submariners and all divers are selected from Naval personnel who volunteer to serve in these branches, and who, in terms of the rules and for safety reasons, are also able to “un-volunteer” themselves at any stage.

Additionally it must also be kept in mind that these safety considerations in both branches are paramount. Therefore any volunteer who does not achieve the required standards, or who later fails to maintain those standards, must be removed from these branches by the Navy in order to ensure the safety of the remainder. They cannot be left in place simply in order to maintain some administrative requirement for demographic balance, thereby placing their fellow operators in danger.

A fully volunteer Navy is to my mind an excellent aim to maintain, except possibly during periods of national emergency. However, what this does imply is that there must be sufficient numbers of young people leaving school who have an understanding of the implications, of a career at sea and still wish to make a career in a maritime organisation.

What many people do not understand is that a career in seagoing ships - whether they be Navy, Coast Guard, Merchant Navy or Fishing Fleet - is very different from a career on land, a difference that has nothing to do with race, creed or culture. It is simply knowledge and some basic understanding of the implications, something that can be taught at school.

In this sense the Navy has today, as it always has had, a problem that is very different from that faced by either the Army or the Air Force...
when it comes to recruiting suitable volunteers. Both the Army and the Air Force carry out their peacetime military functions in full view of the general public. There is, thus, some understanding of what is required of volunteers among the school-going population.

In contrast the Navy’s military functions, in both peace and war, are conducted out at sea far from the public eye, and there is therefore little knowledge or understanding of the Navy among the general school population.

Let us then also look at some of these differences. The well-known author of The Cruel Sea, Nicholas Monsarrat, describing his experiences at sea during World War II on a small warship, explains the general environment in a small ship at sea extremely well: “Apart from the noise it produces, rolling has a maddening rhythm that is one of the minor tortures of rough weather. It never stops or misses a beat, it cannot be escaped anywhere. If you go through a doorway, it hits you hard: if you sit down, you fall over; you get hurt, knocked about continuously, and it makes for extreme and childish anger. When you drink, the liquid rises towards you and slops over: at meals, the food spills off your plate, the cutlery will not stay in place. Things roll about, and bang, and slide away crazily: and then come back and hurt you again. The wind doesn’t howl, it screams at you, and tears at your clothes, and throws you against things and drives your breath down your throat again. And off watch, below, there is no peace: only noise, furniture adrift, clothes and boots sculling about on the deck, a wet and dirty chaos. Even one’s cabin can be a vicious cage, full of silly tricks and booby-traps: not a refuge at all, rather a more subtle danger-spot, catching you relaxed and unawares and too-dead tired to guard your balance.” (Lt Cdr Nicholas Monsarrat, R.N.V.R. - “Three Corvettes” - Cassell and Company, Ltd London, 1945, page 29.)

Rolling is only half of the story, the other half is pitching, that is the up and down movement along the length of the ship as it passes over the turbulent sea. As a rule of thumb the smaller the ship the worse and the more uncomfortable this movement can be. When the ship is pitching, those in the forward part of the ship find themselves in what can only be likened to a high-speed elevator oscillating rapidly up and down between two floors without stopping. One moment you are weightless as the ship passes over the crest of one wave and falls into the trough and the ship drops away beneath you, the next you are taking extra “g” forces as the ship rises to pass over the next wave.

The result is that even in relatively calm waters working on a seagoing vessel requires a vastly different approach and attitude to that of working ashore. Even simple everyday tasks such as washing, dressing and cleaning, but especially the more complex routine daily tasks such as cooking, have a connotation of their own when carried out on board ship.

The next major factor is that a ship is very restricted in its usable space; there is only a small finite volume that can be used to carry cargo, to fit machinery and equipment and thus also space to accommodate the ship’s company. A ship therefore offers cramped living quarters and work areas, in addition to the problems of movement described above. The result is that the ship’s company, or crew, is a small closed community whose members must get on with each other not only for long periods in isolation from other friends or family, but also in extremely trying circumstances.

Sailors must also learn to cope with the fact that when they are at sea, if they have a disagreement with any other person on board, there is no way that they can avoid that other person. In the confines of a warship, especially, there is no privacy for the individual, one cannot get away from the rest of the ship’s company, your workmates are always with you, not only when you are working, but also when you are off duty, both during the day and at night.

Unlike on land, extreme fatigue and/or stress at sea is caused not only by long hours of work, but also by the very work environment from which the sailor has no relief and which is in itself fatiguing. “The threats and counter-threats of man apart, ocean-going ships, whether of fishing, of merchant or of war persuasion, have another ‘enemy’ to fight and that is the elements around them, it is the sea on which they sail in all its variable moods, in all its changes and movements. This ‘enemy’ common to all who sail upon the seas is constantly there and must never be forgotten.” (R Adm JR Hill - Strategy for Medium Powers - Croom Helm - 1986, page 96.)

This may all sound very negative. However, I can assure the reader that from my own experience it can also be a most fulfilling career, and one that ensures an interesting and challenging life to anyone who really wishes to take it on. It does mean, however, that all those who join the Navy must accept that they will be required to go to sea. A Navy as small as ours cannot afford to have large contingents of people who are either medically unfit to serve at sea or who are unwilling to serve on ships that go to sea.

Many who start out intending to make a career at sea find that the contrast with life ashore is too much for them and that they cannot cope with these differences. This is nothing to
be ashamed of. It is something that each individual must decide for himself. However, it does mean that the Navy, more so than the other two Services, must try and recruit young people who have at least some inking of what awaits them.

Thus if we are really serious about having a Navy and wish to transform it without destroying it in the process, then we have to accept that there are a number of actions that need to be taken to bring about an ordered and positive demographic change. Some of these are:

- Acknowledgement at the highest political levels of the fact that working in the maritime sector requires a very different lifestyle to that of working in a bank or factory ashore, or for that matter in the Army or Air Force.

- In recognition of the above a State sponsored drive to introduce some form of maritime acquaintanceship training into the curricula of all schools from Grade 5 or 6 upwards is needed. This need used to be filled in a very limited fashion by volunteer organisations, such as SATS General Botha, a school with a maritime flavour for schoolboys and that initially was situated on board an old British warship moored in Simon’s Bay, the SA Navy League Naval Cadets and the Sea Scout movement. Regrettably, because of the perceived “militarisation” of our youth which was to the disciplinary standards set by many of these organisations, Departmental support for them was stopped after 1994. I also believe that it must be a general policy at all schools, since even in the intensive training given by the organisations mentioned above, only a very small percentage of the youth who participated in those programmes actually entered a sea-going career later in life.

- That the Navy be given the right, plus the wherewithal, to do its own recruiting and to recruit “aggressively” among Grades 11 and 12 learners, especially in schools in the coastal areas. In this way it should be possible to attract young men and women from all racial groups, but especially Blacks, who want to make a career at sea, rather than those who apply to join the Navy simply because they need work and who thus see the Navy as an interim solution to that basic need and not as a potential career.

- Finally, and possibly most importantly, acceptance of the fact that since the Navy is staffed by volunteers, any demographic structure of the Service can only be advisory. After all, one cannot force youngsters to “volunteer” for something that they do not understand or have any interest in. As we no longer have any form of National Service the Navy is totally dependent on those who want to make a career at sea and are prepared to join the Navy voluntarily.

It must also be clearly understood that the Navy, like all military structures, has to be a predominantly “youthful” organisation. In other words the personnel function should be structured to ensure that there is a through flow of young people entering the Service, being trained and gaining experience in their field before the greater part of them leave for less physically stressful careers after between seven and twenty years in the Service.

It is this requirement that leads most military organisations worldwide, especially in this modern age of highly technical weapons systems, to accept that one of their primary functions in times of peace is to act as a source of highly trained, well disciplined and experienced young men and women who wish to continue their careers out of uniform. This is what is known as the “Nation Building” function of the military when the country is not at war. If the careers of such short-term personnel are properly structured and the individuals are treated sensitively, most of these early leavers will continue their links with the Navy in the Volunteer Reserve, thus providing an additional source of trained personnel in times of crisis.

It must therefore also be accepted that for the bulk of those recruited, the Navy is only a starting point for a maritime career, as many will in due course find greener pastures outside the Navy and move on to a second career.

The recently implemented system of “contracts” that last for different periods, depending on the cost of training and the time needed to develop the individual in his or her function or choice, is ideally suited to this concept. The Navy should therefore be encouraged and be given the funding to recruit larger numbers of young school leavers than would theoretically be required to fill the vacant posts that exist at any one time.

As an example of the point I am trying to make, it is a little known fact that the United States Army Academy at West Point was established as the Army was the only organisation in either the public or the private sector that was prepared to take on the huge task of training the large number of engineers that were required to open up and develop the vast open spaces of the continental United States. South Africa, in the eyes of many people who are experienced in this field, has far too few trained and experienced people in the whole cross-section of the technical fields. Perhaps we should take a leaf out of the United States book by encouraging, and of course funding, our own military to fill this gap in a similar fashion.

If we make the effort, we can have a Navy in the future that is effective and of which we can be proud; a Navy demographically mixed and representing all South Africans. However, we must be prepared to put some effort into achieving this, as we cannot expect it simply to fall into our laps.
SASOLDIER

Spirited to yet higher performance

By Alpheus Dzivhani
Photo: PO Eddie Kgomo

Defence Intelligence (DI) presented various medals and certificates to its deserving members during a medal parade. The parade was held at the South African Defence Intelligence College (SADIC) parade grounds on 26 March 2004.

This presentation of medals to deserving recipients who served and those who continue to serve in Defence Intelligence took place within the context of great celebrations commemorating ten years of freedom and democracy in our country, according to Lt Gen M.J. Motau, Chief of Defence Intelligence.

“We in Defence Intelligence join, in a humble way, our colleagues in the SANDF and the DOD in general, our compatriots in the security community and the Government in general, and indeed our people, in celebration of the achievement of our country in the short period we have traversed since the advent of democracy,” said Lt Gen Motau.

The General continued: “We do so with a measure of pride and confidence that we too have made a measurable contribution to the achievements of our country. We look back and marvel at the great strides we have made thus far. It is indeed our humble opinion that our achievements cannot be overlooked by those who benefit from our activities.”

“We, nonetheless, intend to use the days ahead in the course of this year, as a time of introspection and reassessment of our strategies and approaches in the conduct of our work. 2005 will see us reaching the horizon for strategies we adopted in 1998. It is indeed fair that we all enter that year with a clear vision of the way ahead,” Lt Gen Motau continued.

“It is indeed in that spirit that we celebrate our achievements by awarding these honours today. May this be your personal achievement that will see you spirited to yet higher performance,” stressed Lt Gen Motau.

Be mindful of cultural diversity

Ten years of democracy in the DOD has proved that culture is not static, but is a dynamic, constantly changing issue. Participation in cultural activities is of paramount importance in the DOD and the SANDF. It is against this background that members of the GSB MOD enjoyed the cultural excursion to Soweto on 16 April 2004.

To enhance a profound understanding of cultural diversity the GSB MOD exposed its members to the cultures of different ethnic groups. “Mandela” is a household name, and no tourist will ever go to Soweto without wanting to see the Mandela’s House.

The Hector Peterson Memorial was visited with the objective of changing members’ negative attitudes and perceptions of cultural diversity. Lt Col Gabriel Katana and WO2 Johannes Makgafola stated that Eurocentrism and Afrocentrism have met and are now at the stage of fusion, in the name of military culture. The activities of the day could not have ended without a sumptuous meal at Wandie’s Place. This is a place where celebrities from abroad usually visit when they come to Soweto. To name but a few, Lennox Lewis, Michael Jackson and Oprah Winfrey. It was a really fulfilling visit, which made members of the GSB MOD nostalgic about Soweto.

The members of the GSB MOD who visited Soweto.
Chaplains are workers of reconciliation

By Chaplain (Dr) D.I. Maasdorp

The first Infantry Chaplains’ Conference for 2004 took place at Group 33 in Nelspruit in April 2004. The conference was hosted on the premises of the ASB Nelspruit. Cpln (Rev) Johan Bosman was the host, who made everyone feel very welcome, aided by all the arrangements he had made for the conference.

The conference commenced with a very uplifting and inspiring message of “The Christian Hope” from 2 Cor 4:3-7 by Cpln Hannes Steenkamp. In his message he made it clear that when all else fails in life, our last resort as Christians is the hope we find in Christ. This hope even transcends death. It gives a new meaning to life, even life beyond.

Our business session was blessed by the inspiring message by Cpln Solani Thabalaka. He addressed the conference with a thought-provoking message about “Encouragement as a gift” taken from 1 Thess 5:9-18. He stressed that we must encourage each other on our journey through life, in particular in our work environment. Encouragement is a free commodity. We must especially encourage those among whom we labour. We may as well do it again and again, because no one will ever get enough encouragement. The conference was enthusiastic after our Information Chaplain, Cpln Jacob Dithipe, welcomed everyone and declared the Lord’s blessings on everyone. From this point onward the conference was in full flow. As one member pointed out: “We do not want only a talk shop, we want a workshop.” Needless to say, the many hours that followed provided just that. The following matters were discussed:

Cpln Hannes Steenkamp introduced a new pro forma for quarterly reports, which he had kindly put together. This pro forma will be an excellent mechanism for promoting the uniformity of quarterly reports to be submitted. Syndicate discussions followed on the various short-term plans in the units. It was very interesting and stimulating to learn of the different methodologies utilised to minister in our units. The day was rounded off with a braai, where the chaplains socialised and enjoyed themselves.

The meeting continued with a challenge presented by Cpln P. Bezuidenhout, viz “Salt of the Earth”, as taken from Mt. 5. In his message he pointed out the characteristics of salt and showed that chaplains ought to have these. He challenged us to live lives that correspond with salt in order to add value in our ministry and also to life in general.

Praying on Petra Rock

As an educational excursion the conference, visited Witrivier where we were addressed by Ms Juli Tsela, a social worker, who enthusiastically spoke about their Project of Masoyi Home Base Care. The group consisted of a few employed workers and a great number of voluntary workers. They care for HIV/AIDS orphans. This project is hosted by the African Mission College.

Following the Masoyi briefing, the chaplains went on a tour of the Petra College premises. Then the chaplains were addressed by the Director of Petra College, Dr Johannes Malherbe, and one of his

Chaplains on Petra Prayer Rock.
staff members, Ms Talita Coetzee. Dr Malherbe spoke passionately about the mission of Petra College, viz children evangelism. In his video he focused on the extent of the work done by Petra College in the immediate vicinity, nationally, and even internationally. Ms Coetzee filled us in on the history of Petra College.

Lunch followed with real homemade food, which we enjoyed with all the staff members of Petra College. The visit ended on a very high note when we were invited to go for a prayer session on Petra Rock. Very high on the mountain we assembled, after which Dr Malherbe led us in prayer. As we looked over the valleys from the view of Petra Rock, we sensed the presence of the Almighty. As one of our chaplains put it: “I felt humble today, I felt that I was in God’s presence”.

There was time to see Nelspruit for some coffee at various coffee shops. Some of the members utilised the time to see the movie: “The Passion of the Christ”.

Cpln Ezekial Nxumalo blessed the conference and appealed to those present to live together in peace and harmony. This message was based on Ps 133. He focussed our attention on the fact that David compares peace and unity with anointing oil - the divine oil of God, used on special occasions, eg we sometimes face tensions in our units, eg white/black or leaders/subordinates.

Chaplains are the custodians of unity. We must be like the anointing oil, with its characteristic sweet smell. People around us in our units will smell our sweet aroma. Where there is peace, there is a sweet smell like the anointing oil David referred to. On the other hand, where there is conflict and strife, the aroma cannot be smelt. “United we stand, divided we fall”. Chaplains should be exemplary in what they say and do. They are workers of reconciliation.

Other issues that came under discussion were the constitution of the MCDC (committee). Experiences were shared by chaplains who had been deployed in Burundi and the DRC. The challenges that faced such ministry were discussed in depth. A review was held on funeral responsibilities at unit level. A discussion followed concerning the presentation of HIV/AIDS courses in the unit. The shortened version will be presented to chaplains during the pastoral training session at the Military Academy in August.

Conference closure
This conference was indeed a great success. The members attending the conference wish to honour the Formation Chaplain, Cpln Jacob Dithipe, who was instrumental in arranging such a smooth running session. He is an able man, enthusiastic in his work, has respect for his members and their opinions, and is a charismatic leader and a man of God.

Above and beyond we thank God for calling us to be chaplains in the military, and to enhance His Kingdom among those in the military environment.

SAFI gives our soldiers pleasure

Article and photo by Maj R. Rabie, South African Forces Institute

Brig Gen Eric Navrital, South African Forces Institute General Manager, donated pool tables and accessories to Col Gert Faul, OC Joint Tactical HQ Limpopo, on 26 May 2004. The soldiers, who are doing service at Pontdrift and Madimbo, on the northern border of Limpopo Province, will utilise this equipment during their leisure time. The SA Forces Institute (SAFI) has been supplying a shopping service, as well as entertainment and club facilities to deployed soldiers since 1900, of which the most recent is the service supplied by SAFI to Operation MISTRAL and FIBRE in the Democratic Republic of Congo and Burundi. SAFI is dedicated to supplying RSA products to externally deployed RSA soldiers so as to create a “Little South Africa”, which is essential to maintain high morale and motivated soldiers. SAFI further contributes towards the soldiers’ well-being by donating a considerable portion of its profits derived from trading in the mission areas on a monthly basis to an established fund managed by the Joint Operations Division. The fund manages and distributes the donated funds to the benefit of deployed soldiers. These funds are mainly used to contribute towards sports days, improving canteen/club facilities, providing leisure time facilities/equipment and goodwill parcels. Internally SAFI provides an essential shopping service to soldiers and their families at outlying military bases where accessibility to commercial shops remains a problem. SAFI also has the capability to provide a wholesale service to military unit canteens and a canteen management service.

Brig Gen Eric Navrital (right) donated pool tables and accessories to Col Gert Faul.
By Lt Col Fanus Buys, Second in Command School of Armour

History was made on 3 April 2004 when the School of Armour and 1 SA Tank Regiment received the Right of Freedom of Entry of the City of Mangaung, during a combined parade in front of the City Hall in Bloemfontein. The City Council of Mangaung decided on 1 April 2004 to ratify a motion by the Executive Mayor, Mr Pappie Mokoena, to bestow the Right of Freedom of Entry to the School of Armour and 1 SA Tank Regiment.

The tradition whereby the freedom of entry to a town or city is bestowed upon a military unit dates back many years. The mayor of a town or city granted the right to a military unit within its boundaries to march through that town or city in grand style, with trumpets sounding, drums beating, swords drawn and bayonets fixed as a show of force or strength. After the industrial revolution the military became more mechanised and were permitted to drive through the town or city, in addition to marching with guns and colours flying. Normally a scroll with the words proclaiming the decision of the mayor and his council is presented to the commanding officer to mark the occasion. The earliest recorded ceremony of this kind in South Africa dates back to November 1878 when the Durban Mounted Rifles, now called the Natal Mounted Rifles, was accorded the right of freedom to enter Durban on ceremonial occasions after their return from the Zulu War.

The School of Armour has had close ties with the City of Bloemfontein since its inception on 1 April 1966. The unit received the Right of Freedom of Entry to the City of Bloemfontein on 4 March 1978 from the then Mayor of Bloemfontein, His Worship the Right Honourable Professor J.S. van der Walt. To celebrate this occasion the unit paraded through the city with a guard of honour and mechanised columns. In January 1989 the Tank Training Wing, now 1 SA Tank Regiment, was established as a subunit of the School of Armour.

On 19 September 1992 the School of Armour exercised its right of freedom of entry with a similar parade through the streets of Bloemfontein. The then Mayor, the Right Honourable Henry Symington, acknowledged the salute at this parade. This occasion also marked the inauguration of Mr Frik Jankowitz, a previous Mayor of Bloemfontein, as the School of Armour’s Honorary Colonel. The tradition of honorary colonels also dates back many years.
A Rooikat armoured car squadron formed part of the mechanised columns. (Photo: Lt Col D. Kriel)
Comply with the demands of an uncertain environment

By Col Bob R. Janssen, SSO Military Strategy

The South African National Defence Force (SANDF) has for years worked with separate strategies for each of the Services. No overall military strategy was available for guidance. The Military Strategy has been put in place to guide the SANDF in force employment, preparation and provision.

André Beaufre once wrote: "The essential military dilemma: in effect, the most difficult military problem to resolve is that of establishing a security system, as inexpensive as possible in time of peace, capable of transforming itself very rapidly into a powerful force in case of the danger of aggression." (Beaufre, A. 1974 - Strategy for tomorrow. London: Macdonald and Jane’s, p 71.) The matter of a military security system is addressed by the SANDF Military Strategy.

**Historical background**

Before 1994 each Service had its own strategy, which was entirely based on the perceived threat. There were few financial constraints, with few or no limits on design and structure. Since 1994, however, the budget has been drastically reduced. (The DOD budget allocation as a percentage of GNP was 4.6% in FY 89/90, in FY 94/95 it was 2.5% and in FY 00/01 it was 1.6%).

The affordability of the force design (the force required to do the actual fighting) and the force structure (the total organisational structure of the Department of Defence) started playing a major role in initiating a process to develop a military strategy. One must remember that, during the period before 2001, the strategy and force structure were seen as inseparable. The result was, therefore, that an affordable and sustainable force design and structure were not achieved.

Between 1994 and 2000 there were a number of efforts to develop a strategy for the SANDF. These efforts resulted in the DOD developing a number of force designs with the aid of decision support programmes. One of the results was that the DOD developed a number of force design and structure options, which were listed in the Defence Review of 1998. Eventually Option 1 was accepted by Parliament as the preferred option. A different decision support programme was used to assist the Military Council to come up with a force design. Once again, the force design and structure were unaffordable. During 1999 the “Military Strategic Appreciation” (MSA) resulted in the MSA force design. This force design consisted of three different forces to perform the different roles of the SANDF. When the cost of the force design was determined, it again proved too expensive.

Up to the year 2000 all the force designs with their strategies were not acceptable owing to the criteria of affordability and sustainability.

Another problem that the DOD experienced was that the Defence Review would be the rationale for Parliament and the Executive to supply the resources required to implement defence policy which included the force design and structure. These resources were not forthcoming: on the contrary, funds for the DOD were cut during this period.

**A new paradigm**

The Military Strategy was compiled in 2001. It used a new paradigm of fitting the strategy within the defence policy approved by Parliament on the one hand and, on the other hand, had to be affordable. It also separated strategy development from the force design and structure. Although the force design and structure were developed separately, affordability remained problematic mainly in view of increased defence commitments.

The new paradigm dismantled strategy and divided it into smaller parts, as depicted in diagram 1 that follows on the next page.

**Mission based approach**

The Military Strategy is mission based. The mission-based approach uses wartime and peacetime missions...
to direct the peacetime strategy for force preparation and to guide joint and multinational force preparation and force employment for war or lower levels of conflict. As the SANDF has to operate with limited resources and the threats to be encountered in the foreseeable future are uncertain, it is impossible to train and plan for all possible contingencies.

A number of missions, derived from the National Security Strategy and other policy documents, is used to steer the activities of the SANDF. By intelligently utilising the missions, the risk of being surprised by unforeseen contingencies is greatly reduced, while military excellence is ensured. The mission-based approach does not only (Continued on page 40)
(Continued from page 39)

plan on primary and secondary functions or responsibilities, but looks at all the missions, while simultaneously maintaining the conventional skills required by the SANDF.

**Military strategic objectives**

The military strategic objectives are the “ends” that are to be achieved by the SANDF. These objectives are not prioritised and cover the full range of military and other ordered non-military commitments. The objectives are as follows:

- **Defence Against Aggression.** The provision of self-defence in accordance with international law against any external aggression, which endangers the stability of South Africa.
- **Promoting Security.** The provision of external deployment or support to enhance security in support of decisions by the executive.
- **Supporting the People of South Africa.** Supporting of the population of South Africa by means of operations and activities other than war during periods when the responsible government departments do not have adequate capacity to do so.

**Missions**

Missions are combinations of tasks that should be performed to achieve military strategic objectives as illustrated in diagram 2 on page 39.

**Military strategic concepts**

The military strategic concepts are the “ways” in which the military strategic objectives of the SANDF are to be achieved. At the strategic level, military strategic concepts are intangible, but become more substantial as lower levels of objectives or tasks are achieved. The mission based approach consists of the following strategic concepts:

- **Selective Engagement.** The concept of selective engagement indicates that the SANDF will execute all the prescribed missions, but will be selective in terms of the extent to which operations and tasks, emanating from these missions, will be conducted. This concept means that calculated risks will have to be taken. The Chief of the SANDF will advise the National Executive (the President and Cabinet), who ultimately decides on the extent of the operations.
- **Strategic Positioning.** Strategic positioning is a concept indicating that the SANDF is willing to proactively establish a sound security environment, supported by the influencing of political and military foreign relations actions, and pre-placement of appropriate military capabilities.
- **Mission-essential Training.** The training of personnel in the essential knowledge and skills required for performing tasks necessary to accomplish missions.
- **Mission-trained Force.** A force prepared and supported to execute identified missions (within the parameters of the selective engagement concept).

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**Diagram 3.**
Military strategic capabilities

As the missions can change at short notice, the military strategic capabilities ("means") are not prioritised. The broad categories of joint strategic capabilities within a single force are described as follows:

- **C4I3RS.** The C4I3RS capability is a collective description consisting of the elements of command and control, communications, computers, information, intelligence, infrastructure, reconnaissance and surveillance. It is the essential military sensory capability, command and control support for the whole range of military missions.

- **Light Mobile Capability.** Personnel and matériel prepared and sustained for employment in operations where agility, flexibility and limited firepower are required.

- **Conventional Warfare Capability.** Personnel, matériel, and doctrine prepared and sustained to repel a conventional military onslaught.

- **Support Capability.** The ability to support and sustain fighting systems commensurate with the force needed to execute the mission according to the military strategic objectives.

Implementation of the Strategy

In order to develop and maintain the strategic capabilities, the following concepts apply:

- **Skills-based Capabilities.** The training of operators to enhance knowledge and skills, for instance through simulation-based training, cross-training or training in foreign countries. The hardware component of the capability can be preserved, leased or even acquired in terms of a lay-by contract.

- **Multi-role Preparation.** All elements are structured, equipped, and prepared according to the mission-essential tasks in one of the strategic capabilities. However, the same elements should also be trained and prepared for mission-essential tasks in the other strategic capabilities. For example, the trooper in the Armour Corps is trained not only as a tank gunner, but also as a rifleman capable of fulfilling certain light infantry tasks. Multi-role preparation means that total personnel numbers can be reduced.

- **Reserves.** The Reserves should be fully utilised to ensure economy of effort and cost-effectiveness.

Military Strategy in Context

The logic of the Military Strategy is represented in the diagram. The military strategic objectives, the military strategic concepts and the military strategic capabilities are not to be seen as separate parts of the Military Strategy, but as an integrated whole. Each of the entities should not be viewed as being the basis of separate force structures, but should be seen in an integrated fashion.

The contextual environment is characterised by uncertainties and unpredictability. A flexible approach to defence planning necessitates a Military Strategy that takes account of strategic surprises. This Military Strategy enables the DOD to comply with the demands of the uncertain environment. Flexibility is achieved through the utilisation of multi-role preparation, skills-based capability and the Reserves.

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Highest honour bestowed upon an Air Force warrant officer

By Lt Paul Arendse, AFB Overberg Corp Comm Officer

WO1 Rodney January, Regimental Sergeant Major of Air Force Base Overberg, received the SA Air Force Warrant Officer Achiever Award for the year 2003. Lt Gen Roelf Beukes, the Chief of the SA Air Force, presented the award at a function held at the Pretoria Zoological Gardens on 25 March 2004. The Achiever Award is the highest honour that can be bestowed upon a warrant officer in the SA Air Force. Nominations for the award were received from various SA Air Force units/bases. Air Command held an internal evaluation to determine the top achiever for the year. WO1 January arrived at the Test Flight and Development Centre in January 2000 and held the post as Regimental Sergeant Major of the Test Flight and Development Centre. He received the runner-up position for the Test Flight and Development Centre Warrant Officer of the year for 2003.
Reaching out to the community

By WO2 Arina Barnard, Reserve Force

The most prestigious award in the SA Air Force is the Sword of Peace. It is awarded to the base or unit that in the course of one year has contributed the most exceptional achievements in the humanitarian field, which has resulted in good relations being fostered between the base or unit concerned and the local community. Ysterplaat AFB and all its units won the award for 2003.

505 Squadron

505 Squadron ran several projects that had a positive impact on society. They distributed a magnetic flyer with 505’s emergency numbers with the idea of involving the public living on and around the base by having them report any suspicious activities. Food and clothes were donated to the Salvation Army and Red Cross Society. Protection was rendered to senior citizens of Kenridge Old Age Home at various functions and events. An outreach to homeless people in Milnerton and Maitland in the form of a soup kitchen took place during the winter. A holiday project in conjunction with the Military Police Agency was conducted to enhance crime prevention amongst scholars. A motivational outreach in conjunction with SAPS Manenberg took place at various schools in crime infested areas in the Cape metropole. Issues such as drug and alcohol abuse, crime and crime prevention, proper conduct and career opportunities were addressed. The Siyandiza Project (career opportunities and motivational outreach) presentations were held at eight rural schools. The squadron also holds a monthly forum in conjunction with the Airport Company of South Africa at Cape Town International Airport on security matters. The members were also active in the community by volunteering to assist at sporting and leisure activities, including shooting demonstrations and training at Durbanville High School.

35 Squadron

35 Squadron, based at Ysterplaat Air Force Base in the fairest Cape, has been involved in various community projects during the past few years. The Squadron’s main focus during 2003 was raising funds for the Community Health Clinic in Fisantekraal near Durbanville. Fisantekraal is a rural farming area approximately 10 km beyond the urban outskirts of scenic Durbanville. In 1998, a squatter community of about 300 people developed at Fisantekraal. These people were initially housed exclusively in shacks. A year later the provincial government approved the development of a formal housing scheme and to date 1 500 dwellings have been built with 5 000 people residing in the township. Initially, health services were provided by the Durbanville Community Health Centre mobile clinic. However, the service was infrequent and inadequate owing to the lack of facilities and staff.

This was an opportunity for Won Life, a non-profit organisation, to pioneer the provision of a Health Care...
Health matters under the spotlight

By PO Dennis Ndaba
Photo: Sgt David Nomtshongwana

The Area Military Health Unit (AMHU) Gauteng held a Sergeant Majors’ workshop on health matters from 18 to 20 May 2004 at the SAMHS Training Formation in Thaba Tshwane.

AMHU Gauteng saw a need to market its services to the commanders so that they will know that such services are easily accessible. The way people perceive health matters has changed as AMHU Gauteng is embracing a holistic approach towards health to save time, money and own resources.

After the opening ceremony on 18 May all the delegates were asked to read the Personal HIV Prevention Pledge. This was followed by a candle lighting ceremony, which symbolised solidarity and to make them realise that they have to care without prejudice for those who are infected and affected by HIV.

The delegates were briefed on topics such as the medical process, the pharmacy system, concurrent health assessments, health informatics, patient administration, the medical support process, HIV training for chaplains and Project Masibambisane and Phidisa.

Further R2 000, which will be presented to the Centre once its target amount of R5 000 has been reached. By being actively involved in projects such as this, the Squadron proves that it is there to serve the community.

35 Squadron was also involved in different school projects ranging from aviation awareness and mathematical projects to promoting the Air Force Museum at these schools.

22 Squadron

22 Squadron conducted twenty fire-fighting missions in the Southern Cape, Boland, Karoo, West Coast and Cape Peninsula. The squadron was involved in flood (Robertson and Montagu) and snow (Ceres) relief.

It received the Louis Volks Humanitarian Award for assistance during the floods from the Lions Club of Montagu. Fifteen anti-poaching missions were conducted over the years along the coastline stretching from Cape Agulhas to Cape Hangklip. During these operations schools were also visited to promote the Siyandiza Project. The squadron was also involved in fostering foreign relations by assisting the Australian Navy in restocking an arrested Uruguayan fishing vessel. Eight members from 22 Squadron of the RAF and two French exchange students visited 22 Squadron. During tasking with the Reserve Forces farms were visited and briefings were given to farmers in the rural areas regarding safety and security. A "jersey-drive" was initiated during the winter. These jerseys with warm clothes and blankets were donated to the Salvation Army at Brooklyn.

80 Air Navigation School

Though small in numbers 80 Air Navigation School did more than its fair share in keeping to its day-to-day activities, as well as through its impact on society. The Officer Commanding was on the Standard Generating Body for pilot training, where exceptional inputs were given.

After the MTN Science and Technology Week the unit received seven applications for pilot/navigation training. The unit donated building materials to improve the sports facilities of the base. After completing a parasail competition at Saldanha, the beach was cleaned. The unit participated in a Siyandiza sports day. It was actively involved with the Base Corporate Communication section during the planning for the MTN Science and Technology Week.
Proclaim the wise use of nature

By Capt Rod Jeffery, RFIM Cape Town

The Corporate Environmental Policy Statement for Defence, promulgated in DODI No 33/2000, makes a profound and far-reaching statement in which it proclaims that the DOD will "accept responsibility for sustainable use of the environment entrusted to it". In an organisation where it is presumed that its activities inherently destroy the environment, this is truly a huge responsibility that we as members of the SANDF have to take up.

But what is meant by this new "green" buzzword - "sustainable use"?

Put simply, it refers to the "wise use" of the environment in which we operate. The use of nature seems to contradict everything that the conservationists have been fighting for. However, at the 18th General Assembly for the IUCN - the World Conservation Union, held in Perth, Australia in as far back as 1990, utilisation of nature, per se, was formally recognised as a legitimate and potentially powerful conservation tool! So, is it an about-face by the conservation movement? Or has there been some serious soul-searching, which has resulted in new insights?

The latter is almost certainly the case. There is a growing awareness that the conservation of many plants and animals, and of large tracts of habitats, may ultimately depend on programmes being introduced that encourage the wise utilisation of the environment. In a Defence Force context, far from hindering conservation by utilising military terrains for training, one may well be relegating the plants and animals in these areas to extinction by not utilising such areas. Globally speaking therefore, the key conservation issue today is how much of the earth’s surface can be allocated to conservation programmes that seek only preservation?

The Brundtland Report on the environment and development makes a profound contribution to our understanding of global conservation problems. It points to poverty as the single most important cause of environmental degradation, while advancing the concept of sustainable utilisation as a means of attacking the problem without incurring severe environmental degradation, the same point that was voiced at the World Earth Summit held in Johannesburg in 2002.

In reality, the net result of conservation efforts around the world translates to about five percent of the earth’s land surface being within nominally protected areas. Even here, a major international effort will be needed to achieve and maintain that protection, which has so far proved almost impossible - even on five percent of the globe. Yet our survival, and that of most plants and animals, will depend largely on what happens in the remaining 95 percent.
The time has come to question the basic philosophies that have been so successful in initiating interest in conservation and environmental issues over the last thirty years. For many of us, simply “liking” plants and animals is sufficient reason to work for conservation. But such forms of motivation or incentives are not very effective when the very survival of people is dependent on the primary use of land and natural habitats. The challenge facing conservationists today is the development of innovative strategies for maintaining habitats outside protected areas.

The Defence Force must realise that it is not in the core business of animal preservation or game farming. DOD controlled land is made available by the State for the primary purpose of its military application and Force Preparation. Added to this is the goal of ecological management, which is to ensure the sustainability of the terrain for present and future uses, whatever that may turn out to be.

In respect of military training areas, a basic economic question becomes: “How much do training areas have to be ‘worth’ before it will generate more value per unit area than can come from conventional agriculture?” If it can be made more “valuable” than conventional agriculture, it can be legitimately pursued for the country’s benefit!

The keeping of military terrain solely for the “destructive use” of military activities without any regard for the sustainable management and wise use of the land does not cut it any more. Modern civil society will not tolerate it. As custodians of the land, we have a responsibility to look after it to its fullest economic (not necessarily monetary) potential. If the land becomes more viable for agricultural purposes, what justification does the military have to keep that land while the African continent suffers from poverty and famine? As a well-trained soldier cannot march on an empty stomach, a country cannot feed itself on a well-trained Defence Force!

In the same breath, keeping military controlled land as nature reserves in the name of conservation also does not make sense. What economic right or business does the Defence Force have to keep large tracts of land in the name of conservation and animal preservation?

By themselves, these two reasons for military training areas have no justification, but what is needed is an amalgamation of these two concepts, which boils down to Military Integrated Ecological Management, a new buzzword that means nothing more than the sustainable wise use of our environment. The “fighters” and “Bokwagters” must stop seeing each other as adversaries and join to make our ecologically important terrain sustainably viable in the name of conservation and training integrity.

Clearly, terrain utilisation programmes need to be evaluated carefully and should be tailored to the specific conditions that exist in the area under consideration. It is not simply the solving of a biological problem, but rather the evaluation of a complex, interdisciplinary, multivariate problem in which socio-economic factors may be all important. Utilisation of a military terrain also requires careful and continuous monitoring; and, flowing from the investigative results of the monitoring programme, management objectives must be constantly reassessed, readjusted and sometimes redefined. This is essential if the use to which the terrain is being subjected is to remain efficient, effective and consistently sustainable.

To reject sustainable utilisation (Wise Use) of terrain outright, on philosophical grounds, is a narrow path to tread. If one believes that habitat utilisation cannot be an effective tool in ecological management, then one should devote energy in trying to prove that it can. However, having been through this exercise, I suspect strongly that the majority of people will soon realise that there are sound reasons why the DOD Corporate Environmental Policy Statement proclaims the wise use of the environment. It remains for the rest of the Defence Force to evaluate whether they are helping or hindering conservation by not accepting this responsibility.

The White Rhinoceros, one of the various Red Data animal species protected on DOD controlled land.
Running for freedom and democracy

By Matshidiso Pila
Photo: Sgt David Nomtshongwana

Are you a marathon runner? I got many "Noes"! Surely, it cannot be that bad. Look at Jackie Mekler, one of the greats of distance running in South Africa, who has the Ultra Marathon named after him. Jackie Mekler is one of only five people to have won the Comrades Marathon on five occasions and he is the first to run it in under six hours.

The Pretoria Military Marathon Club (PMMC) hosted the 50 km Jackie Mekler Ultra Marathon held at the Pretoria Military Sports Grounds in Thaba Tshwane on 15 May 2004, which was held a month before the Comrades Marathon. Jackie Mekler graced the event with his presence.

The Jackie Mekler Ultra Marathon is the only ultra marathon event held in the Tshwane area, as well as the only ultra marathon event hosted by the SANDF. It is also a perfect final long-distance training run in preparation for the Comrades Marathon as it takes place a month before this event, thus providing ample recovery time for the athletes.

The race has been relatively popular over the years, attracting some of the top ultra-distance runners in South Africa. With the incorporation of the At Smit Memorial 10 km race, the number of participating athletes has swelled.

Mr Jackie Mekler and Maj Gen Dan Mofokeng, Chief Defence Corporate Communication, congratulating Shadreck Mudimbu from Harmony Club, the winner of the 50 km (open category).

Introducing aviation awareness to the youth

Col O.C. Steenkamp, Officer Commanding Air Force Base Overberg (middle, front), with the students - A camp for students in the Overberg and surrounding areas was held at Air Force Base Overberg from 4 to 8 April 2004. This camp was part of the SA Air Force’s Project Siyandiza (“We fly”), which is committed to introducing aviation awareness to the youth of South Africa. A programme was presented to the students to expose them to all aviation-related aspects within the SA Air Force. It was the second year that the camp took place and it will be presented annually.

(dedicated to one of the club’s stalwart members who was tragically killed while on a training run), and a 25 km race, in which the number of participating athletes has swelled.

CPO Jan Esau from the PMMC said that the marathon went well. He added that the marathon was open to any member of the community to participate and, since its inception, the response has been excellent.

Maj Gen Dan Mofokeng, Patron of SANDF Athletics and Chief Defence Corporate Communication, supported the marathon as part of the celebrations of the ten years of existence of the SANDF. Maj Gen Mofokeng said this event was one means the Department of Defence is using to be part of the community. Brig Gen Vusi Masondo, the then Director Corporate Communication, could not agree more. Maj Gen Mofokeng congratulated everyone who participated in the marathon and encouraged them to keep fit at all times. To celebrate ten years of freedom and democracy there was a display of a Ratel and a parachute jump demonstration.

Maybe next year we generals will also participate in the marathon, Maj Gen Mofokeng and Brig Gen Masondo commented jokingly.
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