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The gateway to fitness

Our skydivers did it again

Paintball renegades

Discipline your mind

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FRONT COVER: Meet our first ever black female diver - Seaman Thabs Goba. Please read more about the heart of this diver on page 9.

(Photo: Courtesy Navy News)
From the Editor’s desk

ow that we are well and truly into the year 2005, almost four years after the birth of SA SOLDIER, it seems an appropriate opportunity to look back and reflect on how we can further improve the look, feel and content of the magazine to meet the needs and requirements of our readership and stakeholders.

Over the next few months we will be testing various approaches with you our readers, consulting with our communication peers in Government, and benchmarking best practice in government communication. Your feedback via letter, email and phone calls are critical to how we go forward. Also ensure that you respond to the next survey on SA SOLDIER.

One issue, which we will re-examine, is the further use of and expression through our eleven official languages for the purpose of communication in a Government department. Although English is the “official operating language” of the SANDF we are also a Government department, aligned to the philosophy of Batho Pele (People First), that has to consult and ensure that our readership is well served by a professional magazine.

The SA SOLDIER will publish letters and articles from our readers in any language that they feel most comfortable with. We will further ensure that English translations are available on request by publishing them on the DOD website: www.mil.za. Alternatively, our readers can contact Directorate Language Services of the DOD for translations of any article published in SA SOLDIER in any one of our official languages. For assistance please contact Col Daan Vorster, Director Language Services, at tel no: (012) 392 3176.

A special appeal is made to those in the far-flung operational areas, inside and outside the country, to express yourselves via articles or letters in any language or angle in which you feel comfortable.

Please find the insert in this month’s edition: SA SOLDIER’s 2005 calendar. This March edition is packed with news and reading pleasure. SA SOLDIER is making history - for the first time in its existence some articles are published in the DOD on page 5, as well as a pull-out poster on pages 24 and 25.

Please give us your opinion about which language(s) you prefer in your magazine.

Nelda Pienaar
Editor
SA SOLDIER • MARCH 2005

Go tšwa go Morulaganyi

Mo kgwedjing tše mmalwa tše di tlago re tlo ba re dira diteko tše di fapanego le lena babadi ba rena, re ikamanya le badiredi ba ts’a tsepinyo (communication) mo mumuso, le go bea se sela sa maleba (benchmark) ka ga tsebisiwo mo mumuso. Dikakanyo tša lena ka mangwalo, e-mail, metato, gammogo le go kgonthišiša ga lena gore le be le seabe mo manepakitišong tše di latelago ka ga SA SOLDIER di bohlokwa go re lemoša ka fao re swanetšego go tšwela pele.

Kgato ye ngwwe yeo re tlogo efa šedi ke tirišišo le thlagašišo ko maleme a rena a lesomote, le go dielele tsebisišo mo malenang a mumuso. Le ge Sesimane e le poleo ya semmošo ya tšhomo mo seológeng, le lena re sa rtaše re le lekala ka mumuso, gomme re ikamanya le moeno wa Batho Pele, re rerišana le kgonthišiša gore kgatišoša ba ye e na le mohola go babadi ba rena.

SA SOLDIER e tlo gatiša mangwalo le ditaba tšo ditšwego wo gabada-bi da rena ka maleme ao ba a dirišašo ka tokologo. Godimo ga fao re tlo kgonthišiša gore go bea le diphetolelo tša Sesimene tšo re tlogo di gatiša mo letlakaleng la kgorong ya tša tshiireletšo (DOD website: www.mil.za. Se sengwe se babadi ba ka se dirašo ke go ikamanya le Directorate Language Services mo kgorong ya tša tshiireletšo go hwetša phetolelo ya kgatišo ye ngwwe le ye ngwwe go lengošo la maleme a Aforika-Borwa. Go hwetša thušo, ika- manyeng le Kolonele Daan Vorster, molaodi wa tirelo ya dipolelo mo nomorong ye: (012) 392 3176.

Kgopele ye e kgethingelgo ke gore bao ba ronetšwego go šoma kgakala, e ka ba kagare ga ngoga goba dinengeng dıšeše, ba hlaqisa maikutlo a bona ka mangwalo ba diriša poleo yeo ba ikwišišago gabotse.

Mo kgatišoša ya kgwedi ye e tlo hwetša tšhupamabaka ya SA SOLDIER ya 2005. Kgatišo ye ya kgwedi ye Matšhe e tletša ditaba le ditemana tša go balela go ithabiša, SA SOLDIER e dira históri, la mathomo e sale e e bea go gona, go na le dikagatišo ka maleme a rena a mangwelo a lesome. Hle bala kgatišo ye: ’No compromise on discipline’ mo matlakaleng 22 le 23. (Phetolelo ya seAfrikaanse e gatišišwe matlakaleng 26 le 27.)


Balang ka ga dikgoba tša mešomo tše di beetšwego baswa ba rena mo kgorong ya tša tshiireletšo letlakaleng la 5, gomme le hwetše seswantšošo se le ka intšhetšago sona matlakaleng a 24 le 25.

Hle re feng dikakanyo tša lena mabapi le di/polelo tš/yeo le rata- go kgatišošaka ya lena e ka hlaqisa ka tš/yona.

Nelda Pienaar
Morulaganyi

message
Your country needs you

By Capt Lesley Rakhibane
Photo: Cpl Elias Mahuma

A clarion call to young, qualifying and deserving South Africans of all races signalled the intention to speed up the process of resolving imbalances at entry level in the Department of Defence’s highly specialised occupational classes.

This was apparent during a well attended press conference held by the Minister of Defence, Mr Mosiuoa Lekota, at Waterkloof Air Force Base in Pretoria on 18 January 2005, to address issues of transformation and rejuvenation of the SANDF. At the conference Mr Lekota was flanked by Khanyisile Simelane to his right and Thabisile Mahole to his left, both from Tsakane Township. They had both obtained distinctions and good symbols in matric last year, but owing to a lack of funds they could not enrol at tertiary institutions. They were also not aware of the career opportunities the DOD provides to our youth. Fortunately, our Minister of Defence was made aware of them and the two learners were informed about the Military Skills Development Programme and the Youth Foundation Training Programme. This story has a happy ending because now their talent and potential will be developed through the Military Skills Development Programme.

The Minister of Defence said that since 1994 the DOD had found it difficult to increase representivity significantly within its specialised musternings in the SA Air Force, the SA Navy and the SA Military Health Service. He also said that a key objective of the DOD was to be an equal opportunity “employer of choice” for young South Africans with the educational requirements or requisite potential for a career in defence. It was equally important that all race and gender groups within our borders were represented in the various ranks and functions within the DOD.

According to the Minister there is still a misconception in the public arena that defence is purely about warfare and that it is therefore not a generic career choice for young men or women with alternative career aspirations. The SANDF is involved in contributing to the transformation of South African society by developing skills among the youth, who are then returned to society as disciplined and trained men and women equipped with skills.

Mr Lekota called upon all young South Africans who completed matric in 2004 with good results in mathematics, science, biology, accountancy and geography to take advantage of these opportunities. He added that in order to help students from previously disadvantaged communities, who did not do well in these subjects, the DOD had launched the Youth Foundation Training Programme (YFTP) to help them improve their symbols.

The YFTP is an attempt by the Department to identify the youth with the necessary academic potential and prepare them for a career in various fields, for example as pilots, navigators, naval combat officers, engineers, technical officers, professional medical personnel and accountants.

The Minister of Defence said that the Military Skills Development (MSD) Programme was regarded as the flagship programme to ensure the success of the rejuvenation drive of the SANDF. During January 2005 4 203 MSD students reported for service, which was the largest intake in the history of the SANDF - 3 002 members for the SA Army, 150 for the SA Air Force, 600 for the SA Navy, 150 for the SA Military Health Service and 301 for various other divisions.

Even though the lack of capacity to afford, accommodate and train larger numbers remains a serious constraint, the SANDF is well on its way to attaining its strategic rejuvenation goal over the medium term.
The emotional bank account

We all know what the financial bank account is. An emotional bank account is the metaphor that describes the amount of trust that has been built up in a relationship. If I make deposits into the emotional bank account through kindness, honesty and keeping commitments to you, I build up a reserve. Communications are easy and effective.

If I have a habit of showing disrespect, playing at being a little tin god in your life, eventually the emotional bank account will be overdrawn - the trust level gets very low.

There are six major (great) deposits, namely: Understanding the individual, attending to the little things, keeping commitments, clarifying expectations, showing personal integrity and apologising sincerely when you make a withdrawal.

New challenges have arisen in that internal problems are not the only things that endanger our perspective. Our attitude sometimes crashes when the storms around us begin to take their toll. Members of the SANDF come from different backgrounds and they all have had some kind of mistrust, but fate brought them together.

Warrant officers are honoured to be counsellors of senior officers, mentors of junior officers and non-commissioned officers and other ranks must begin to take responsibility and cease to be biased. They must always give support to the subordinates, using the six major deposits.

To my fellow soldiers I would like to say: "If life kicks you, let it kick you forward". Turn your failures into success. Read this daily:

- I will never give up so long as I know I am right.
- I will believe that all things will work out for me if I hang on until the end.
- I will be courageous and undismayed in the face of odds.
- I will never permit anyone to intimidate me or deter me from my goals.
- I will never surrender to discouragement or despair no matter what obstacles may seem to confront me.

Life is by nature, highly interdependent. To try to achieve maximum effectiveness through independence is like trying to play tennis with a golf club - Lt Mogotsi Mokgatsi, 6 Air Servicing Unit.

A transformational leader

There is a new type of leader who has worked his way up through the ranks, instead of having been pushed through. This is the type of leader whose ideals and motives are never in contrast with those of the government of the day. He sees his military superiors as advisors, coaches and confidants - never as his bosses. He has earned the respect of his subordinates rather than having demanded it, and is thus comfortable in their company. He understands the perfect balance between familiarity and professional aloofness that befits a true leader.

He knows precisely why he is a soldier. He also knows that he is not a politician. He cares not who has won the recent elections. He also knows that while he is forging ahead, some of his colleagues are pulling backwards. He does not have the approach to work of those that have strayed from the norms and demands of soldiering. His behaviour enables those who are "lost" to see him as the answer to their problems.

He knows the history of his organisation (SANDF), however briefly, and understands the present challenges and is therefore in the perfect position to foretell the future.

Lastly, he constantly displays the true characteristics of leadership for everyone to emulate - Ronnie Msomi, 4 SA Infantry Battalion.

Value and love yourself

The views and opinions expressed by Rfn P.H. Damente from Grahamstown in the winning letter published in the June 2004 edition of SA SOLDIER is absolutely true and an aspiration to people who believe in God's creation. The important point to remember is live and let live, because without God we can do nothing.

Attitudes are more important than facts. Only successful people can help people who are failing. Only winners will survive to give food to the hungry. So let all of us in this country go forward - love each other, do good to the poor. If we are patient in a moment of anger, we will escape a hundred days of sorrow, because the Lord has the last say.

My prayer to the soldiers of South Africa: We all know the Maker of the wind, we all know the Master of the universe. Sometimes He brings us low, but never down. Heavenly Father, please bless our soldiers, give them wisdom, peace and love for our country. For you are our God and may they always remember - tough times never last, but tough people can do with God's knowledge - Mrs Ivy Theron, Hermanus.

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.
**Tsunami! Evil Messenger**

You left a global shock  
You established an orphanage  
And left children of the globe sobbing  
When they recalled their loved ones  
You embrace the young stars  
With a blanket of sorrow  
And run with that of confidence  

I don’t believe you are a messenger from God  
You have been sent by the devil  
All is because of the outcomes  
God is to save - evil is to destroy  
And enjoy the screaming of the innocent  

When bodies surrender their souls  
I ascended to my brains  
To investigate the cause  
My outfindings are adultery and evil  
Deep in the coast of mass death  
I saw a man with black suits  
And black eyes with black heart  
Pushing terrifying waves to the land  
Pulling smiling faces into the belly of the sea  

Though it is painful we do accept  
Let’s look after the orphans  
Let’s take care for the widows  
If you give, your blessing is above that of the receiver  
God bless the dead  
May their souls rest in peace  
We shall always recall their humanity  
Their humankind will live forever  
We shall stand together and pray  
God’s Kingdom will rule  
Tsunami will die forever  

I wrote this poem with a concerned heart about the great loss of human life caused by the tsunami and earth quake in Thailand (Asia) on 26 December 2004 -  
Sgt D.A. Vhuyatsha, AFB Makhado.

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**Maintain your uniform**

I know I am neither the first nor the last to raise this issue. It has been said many times that our clothing allowance (money) is strictly for maintaining our uniform. It has now being increased to R900. The money does not come from the sky, it is the taxpayers’ money spent on us to be proud soldiers who maintain our uniform at all times. Let us use the money for what it is meant and not abuse it.

There is a policy on how we are supposed to wear our uniform and how neat we are expected to be when in uniform. We officers, especially, are supposed to set an example for the juniors. We are expected to inspect the NCOs from time to time. How on earth can one inspect someone if one is lacking in what is expected of one. This is not a matter of rank, race or gender. Everyone needs to set an example. We are falling short, we are all here by choice so we must abide by the rules. Cleanliness is next to godliness. Let us be proud soldiers and wear our uniform accordingly. Remember the world is watching us, we must lead by example -  
Maj S. Jacobs.

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**Trying to locate first cousin**

I would like to obtain more information on my first cousin, Joseph Becket Dixon. Joseph Becket Dixon was born about 1902 in England. By 1957 he was a major in the South African Defence Force according to his mother’s death notice (Miriam Anne Dixon (born Becket) of that year which I found in the archives. His address at that time was 16 Protea Mansions, Cape Road, Port Elizabeth. Can you provide any details of his service or how I might contact surviving members of his family?  
Michael Adair, email.

* If anyone can assist Michael Adair please email him at: email address: adair@ksc.th.com - Ed.
The South African Government is on schedule to become the first country, outside of a cluster of seven European countries, referred to as the “Launch Nations”, to participate in the development of a new age military aircraft, the Airbus Military A400M. The A400M is intended primarily for the ever-increasing international requirement for increased airlift capability for the purpose of peace support and humanitarian relief operations.

When the A400M enters service in South Africa sometime between 2010 and 2012, South Africa will be the first non-NATO export operator of the aircraft and the first in the Southern Hemisphere. Through its participation in this programme aimed at the design, industrialisation and support of the aircraft, South Africa will be Africa’s first operator of the new plane.

The manner in which the A400M programme has been conceptualised offers unique opportunities to any country, which participates. In the case of South Africa, participation in the programme will deliver an unprecedented boost to the restructuring and revitalisation of the aerospace sector in a way that also bridges the traditional divide between the civil and military sector.

In recent interviews Airbus Military has stated that the A400M will provide the SA Air Force with the capability of carrying larger loads than are currently possible to key hot spots in sub-Saharan Africa. It will also enable more rapid in-theatre deployment of helicopters, personnel and land-based equipment. It also incorporates an in-flight refuelling system, enabling the aircraft to be used as a tactical airborne tanker for smaller assets deployed for peace operations, including Gripen, Hawk (in a training role) and suitably equipped helicopters.

Besides the operational benefits represented by A400M, the aircraft also presents South Africans with a menu of opportunities in design, engineering, technical support and operational planning. Based on the C-130 Hercules experience, Airbus and its customers anticipate the A400M will remain in production for well over 50 years, with aircraft remaining in service even longer.

The South African aerospace industry will therefore receive high-value work packages from Airbus Military and thus become a key participant throughout the life of the programme. The A400M, 180 examples of which were ordered in May 2003 by seven European NATO nations will first fly in 2008, with deliveries beginning from 2009. In addition to boosting the South African aerospace industry this initiative will offer a range of career opportunities to young South Africans, including pilots, engineers, designers, technical support, logistical support, administrative support, management and a range of specialised aerospace opportunities.

A cluster of South African Government departments, led by the Minister of Defence, Mr Mosiuoa Lekota, signed a Declaration of Intent (DOI) with Airbus Military in Pretoria on 15 December 2004. The departments involved in this programme are the Department of Defence, the Department of Trade and Industry, the Department of Transport and the Department of Finance.

In addition to participating in the programme the South African Government is also committed to taking delivery of approximately 8 aircraft as the programme matures between 2010-2012 in a bid to boost the ever-increasing requirement for peace support and humanitarian relief operations across the African continent.

The heart of a diver!

By Sean Houghton, as published in Full Circle Magazine, February 2005

Early in December 2004 the first ever black female qualified as a Fleet Support Diver in the SA Navy. Seaman Nompuhulelo Thabisile (Thabs) Goba, is only the second ever female to become an SA Navy diver.

Seaman Goba, who is 21, was born in Inanda, Durban and is the second eldest of three girls and a boy. She has been sports-mad for as long as she can remember. Her favourite sport is netball, and she planned to study sports management when she left school.

However, when she heard she could join the SA Navy and study while taking the “PTI” course, she knew she could achieve all her goals - while being paid to boot! She signed up and cut her hair, which impressed her sister so much she called Seaman Goba “GI Jane”! While her intake was at SAS SALDANHA doing its basic training, the officers from the diving school came and spoke to them. Until that time she had always believed the scuba diving would remain inaccessible to her and she would have to confine her underwater experiences to the pages of National Geographic.

The diving recruiters did a fantastic selling job and Seaman Goba thought, "Wow, I can do this!” She concedes though, it was not merely a sales pitch and the course has been everything the officers said. Everyone told her she was crazy to become a diver. Her grandmother was particularly wary of her choice, telling her it was "not normal for black people to be underwater!” Seaman Goba conceded to herself that she most probably would not make the grade, but she was determined to give it everything she had and would not fail for lack of trying. From May to September 2004 all the diving recruits were put through the Diving Enablement Programme, which includes a heavy schedule of swimming and general fitness training. The SA Navy runs this course to train and equip potential diving candidates to meet the exacting standards of the Navy’s Operational Diving Team. When the Diving Enablement Programme had been completed, Seaman Goba was one of seventeen recruits who went onto the Fleet Support Diver’s Course. As well as teaching the skills, techniques and drills required for diving, at which Seaman Goba excelled, they also went through intensive physical training. Swimming, running, strength exercises and “PT” were all part of the daily programme. Upper body strength is very important to a diver owing to the heavy equipment they carry and handle, and, although she is a sports nut, she had never done any specific exercise for her upper body.

Seaman Goba found the first few weeks overwhelming and considered giving up. The course was tough. Very tough. Physically and mentally taxing, it took its toll and there were many times she would go back to her room and cry in frustration and exhaustion, wondering if she had made the right decision. But she persevered and got the feel for it and things began to make sense and she settled down to the rigorous schedule.

Another vital aspect of the course was instilling and building the team ethic in all the trainees. Without a cohesive team, things can go horribly wrong underwater and many of the exercises are designed to get everyone to work together and support each other. She often felt she was "the weakest link" and that she was letting her mates down, but she readily heaps praise on all of them for the fantastic support and encouragement they gave her. "They were very protective of me. Without them I would not have made it!” Seaman Goba says emphatically. It all made sense to Seaman Goba when she did her qualifying dive of 21 metres in False Bay. "The colours were just - Wow!,” she recalls. "The water was like so blue and the anemonies and corals were just so beautiful. It made everything worthwhile.”

And make it she did. Of the seventeen trainees who began the course, thirteen passed. For the next year Seaman Goba will work in the SA Navy as a diver and decide if this is what she really wants, which will most probably be the case. Then she will join the Part 1 Diver’s Course in January 2006, which focuses on military skills training. This will qualify her as a Clearance Diver.

Seaman Goba acknowledges that her achievement has been history making, but sincerely humble, she sees herself as just another person doing what she loves. She seems slightly amused by all the media attention, but handles it exceptionally well. She is shy and demure and may be seen as lacking self-confidence, but the truth is she has a steely determination and buckets of self-belief, which her genuine but charming humility does not allow her to trumpet. She may not be the one who puts up her hand and accepts the high-profile job, but when faced with a real challenge and a dangerous situation she is the kind of person that others would like to have beside them. She will get on with it quietly, without making a fuss and will simply not give up until it is done.

Seaman Goba says she is a much tougher, and even meaner person having come through the course, and she definitely became a team player and is emotionally a lot stronger. To anyone who wants to follow her lead she says: "You will have to have the will and determination because it is not easy. But the most important thing is not to listen to all the doubters who will say you cannot do it. You have got to believe in yourself!"
Tsunami

By Capt Lesley Rakhibane

As the entire world is reeling in coming to terms with the devastation caused by the tsunami and earthquake that hit several Asian and African countries, the Defence Staff Council (DSC) issued an instruction to the chaplains of all units in the DOD to show their respect, support and solidarity to those families who have suffered loss or injury as a result of the disaster.

The DSC was honouring a request by religious leaders of different faith communities in South Africa who held a meeting at the Johannesburg International Airport on 6 January 2005 to request all believers in the country to extend their heartfelt condolences to the victims of the tragic event.

The Moment of Silence for the tsunami disaster victims took place on 12 January 2005 at 12:00 when all DOD personnel observed two minutes of silence and offered a prayer that the Almighty would provide the sufferers with consolation, strength and perseverance to start new lives.

The Moment of Silence and prayer for the victims of the disaster also took place at the GSB MOD, where it was led by the SSO Ministry and Spiritual Support, Col J. Dill. The theme of the message was "Our God, our stronghold", which focused on Psalm 46, verses 1-2: "God is our refuge and strength, an ever-present help in trouble. Therefore we will not fear, though the earth give way and the mountains fall into the heart of the sea. Though its waters roar and foam and the mountains quake with their surging."

In his message Col Dill said: "When we try to reflect on what happened it is difficult to imagine the extent of the loss and damage that took the lives of thousands and affected millions in a few minutes. The thought that came to me was that life is never totally predictable. We boast that we can do much better planning and are in possession of better early warning systems than ever before; however, life is never totally predictable". Be that as it may, the question that should ring incessantly in our minds is: how can we help the victims of this natural disaster? Through the Tsunami Disaster Fund SA, the SA Red Cross and our churches we can make a difference.

People who would like to donate to the fund or directly to the SA Red Cross Society may do so through the following accounts:

- Tsunami Disaster Fund SA
  Standard Bank, Hydepark (006605)
  Account number: 0222 98347

- SA Red Cross Society
  Absa Bank
  Heerengracht branch, Cape Town (632005)
  Account number: 405 259 8774

  SMS the word "Asia" to 42410 to donate R30.00
  SMS the word "Asia" to 39669 to donate R15.00

Assisting in the Mozambique elections

Article and photo by Maj Ellouis Jansen van Rensburg, SO1 Opcom

What do you get when you put three Oryx helicopters, one C130, 61 SANDF members and hundreds of litres of water together?

OPERATION LYNX II of course!

The rain that fell during the 2004 elections in Mozambique, especially in the northern provinces, forced the Mozambique government to request assistance from the RSA with the collection of the ballot boxes. Col Harry Anderson was appointed as the Joint Task Force Commander of the operation and after a recce to the affected provinces 61 members were deployed at short notice on 4 and 5 December 2004 to Pemba and Lichinga in northern Mozambique. The deployed members had to provide all the equipment to sustain the operation and within hours of arriving in Mozambique the "Ops room" was up and running and communications were established. After the Oryx helicopters landed on 6 December 2004 the operation could proceed. 119 hours were flown during the operation, while 87 ballot boxes were collected from the various districts in the two provinces so that their voting papers could be counted, 303 officials were transported during the flights.

F Sgt M. Cockrell and Sgt A.G. Modise, communication operators, during OP LYNX II in Pemba.
By Lebohang Letaoana

The third Joint Senior Command and Staff Programme graduation ceremony was held at the South African National War College on 25 November 2004. The programme started with 100 learners, which is the maximum number the College can accommodate. Seven of these students were from abroad, i.e. from Germany, Kenya, Nigeria, Rwanda, Tanzania, Uganda and Zambia. Three members of the SANDF had to withdraw for different reasons. Altogether 96 learners graduated on that day. Gen Siphiwe Nyanda, the Chief of the SANDF, said the Joint Senior Command and Staff Programme was intended to prepare selected officers for senior appointments at the operational level by developing their command, staff and analytical skills, and broadening their professional understanding of joint and combined operations, as well as the management of defence and the wider aspects of conflict.

These graduating officers are empowered and qualified to implement the knowledge and skills gained over the 44 weeks they have spent at the College.

By Nomonde Vuthela

The 4th annual Joint Senior Command and Staff Programme (JSCSP) got under way on 25 January 2005 at the SA National War College in Pretoria. Launched in 2002 and training about ninety senior officers at a time, the JSCSP has been heralded as a success by the leadership of the SANDF.

In 1999 the Chief of the SANDF issued a directive that research was to be done on the possibility of having a single joint course for all officers of the SANDF. As opposed to the more outdated way where units from all the Services provided their own members with the possibility of attending the Senior Command and Staff Course.

According to information provided by the SA National War College the JSCSP is central to the intellectual development of future senior military leaders and hence the success of future transformation programmes.

It is also an important catalyst for promoting a joint and combined approach to conducting future operations at the operational level.

Background information given to SA SOLDIER further demonstrated that using the latest Education, Training and Development (ETD) methods, the programme develops the competencies required of both the operational level commander and staff officer to an international standard.

The first residential programme came to fruition in 2002, the second in 2003 and the third was concluded in November 2004.

And because the programme is aimed at preparing selected individuals for senior appointments at a senior level, the learners are urged to focus on obtaining and leaving with a broadened understanding of single service, Joint and Combined Operations.

The learners are also expected to graduate having developed their analytical skills and management of Defence and the wider aspects of conflict.

Offering words of encouragement the Chief of the SANDF, Gen Siphiwe Nyanda, urged them to make friends, create camaraderie and form lasting bonds which, the learners can utilise in their future careers. He also said, "To all students on the course I wish to encourage you to work; this course is very demanding and is performed at the operational level where competence is essential in the theatres of military activity in Africa and beyond".

"We therefore need competent, skilled and well trained commanders and staff officers for the many demands placed on the defence forces on the continent and around the world to respond to conflict crises," Gen Nyanda added.

Welcoming local officers and officers from Botswana, Gabon, Pakistan, Rwanda, Swaziland, Lesotho and Zimbabwe for a long year in Pretoria, Brig Gen William Nkonyeni, the Commandant of the SA National War College, urged the learners to sacrifice their personal interests in order to make it.

Advising the learners to leave all their baggage behind the classroom doors, Brig Gen Nkonyeni emphasised, "This is a race; lose weight to run the race".

During the graduating ceremony Gen Siphiwe Nyanda, the Chief of the SANDF, awarded Lt Col (now Colonel) Clyde Hepburn, SSO Reserve Force Division with the Chief Directorate Army Reserve, the Floating Trophy for the Best Overall Command Research Paper. He was the first Reserve Force officer to attend this programme.
Mr Mluleki George, the Deputy Minister of Defence, visited the offices of the Chief of Defence Intelligence in Pretoria on 24 January 2005. The aim of the visit was to orientate him about the structure and functions of Defence Intelligence.

Lt Gen Moreti Motau, the Chief of Defence Intelligence, met Mr George when he was briefed by all directors.

The Deputy Minister of Defence also visited the subdivisions of Intelligence Processing, Counter-intelligence and Collection.

The governments of South Africa and Sweden signed an agreement on the Implementation Arrangement No 4 on Military Export Controls and third party sales between the two governments at Defence Headquarters in Pretoria on 7 December 2004. The two countries also held discussions on the implementation of Arrangement No 3, which entails collaboration in defence research and technology. Representing the DOD in the signing ceremony, Mr Tsepe Motumi, the Chief of Policy and Planning, said this was an important element in building future relations and that the DOD will try to bridge as many geographic divides as possible. Mr Lars-Hjalmar Wide, Head of the Swedish Department for Export Controls, signed on behalf of the Swedish delegation.

Thirty-five communicators from different services and the private sector were guests of the Chief of the SANDF, Gen Siphiwe Nyanda, when they were taken on a visit to military installations in Port Elizabeth and Grahamstown from 25 to 26 November 2004. It is common practice for the Chief of the SANDF to invite stakeholders from various companies and institutions in an effort to educate the South African public in general on the SANDF/DOD. Visits such as these are continuous and the guests are provided with the opportunity of understanding the role and the task of the SANDF/DOD. They are also given an overview of the SANDF/DOD’s capabilities in the various provinces. The guests witnessed and were informed of the standard of training and level of professionalism in the SANDF/DOD, a detailed report of transformation in the DOD thus far and the culture of the DOD. These visits are designed to promote the image of the DOD and also to enhance interaction between the visiting guests and members of the SANDF. On this particular visit the guests flew from Air Force Base Waterkloof in Pretoria to Port Elizabeth in a military plane (flossie) so that they could get a real feel of the military. On their arrival in Port Elizabeth they were met by the Officer Commanding Air Force Station Port Elizabeth, Lt Col Lenox Mzongwana, who gave them a briefing on the history of the air force station and its role in a new South Africa. That was followed by a SA Air Force demonstration. The visitors also visited GSB PE where they were welcomed by the Officer Commanding GSB PE, Col Saul Rabie where they were briefed on the unit and its current functions. Lunch was followed by a trip to the Area Military Health Unit Port Elizabeth, this tour being led by Col Antoinette Alberts. The tour continued to the Reserve Force’s Regional Office Eastern Cape commanded by Col Roy Gowar. On the morning of 26 November the guests were flown to 6 SAI Bn in Grahamstown for a visit. Later that afternoon they flew back from Grahamstown to Air Force Base Waterkloof.
The key to military information superiority

By Bertus Celliers,
Manager Corp Comm Armscor

Armscor, Command and Management Information Systems (CMIS) of the SANDF and SITA are proud to announce the Second Military Information and Communication Symposium of South Africa (MICSSA). Armscor and CMIS had identified a need to create a forum where information and communications could be discussed within the military context. Known as the Military Information and Communications Symposium of South Africa or MICSSA, this forum is an opportunity for the defence community, Government and industry to share ideas, strategies, requirements and potential solutions. The first MICSSA was a roaring success in November 2003. In keeping with the vision of MICSSA, MICSSA 2005 will once again promote information and communications related developments among stakeholders in the Southern African defence environment, military and civilian alike. MICSSA will provide an ideal opportunity to promote new technologies, trends and policy issues. MICSSA 2005 is proud to welcome SITA as a member of the organising committee for this and future MICSSAs. MICSSA 2005 is scheduled for 26 to 28 July 2005 with a golf day planned for 29 July 2005. The theme for MICSSA 2005 is: "Information and Communications Technology: The Key to Military Information Superiorty in Africa".

In modern military operations, whether these involve humanitarian aid, peacekeeping or combat, timeous access to relevant information is critical to success. Africa represents a unique military theatre with limited infrastructure and a hostile environment in which operations have to be conducted. It is not uncommon to find operations spread over vast geographical areas. Information and communication technology holds the key for overcoming these challenges so that information may be delivered timeously to decision-makers. The organisers will endeavour to eclipse the achievement of MICSSA 2003 and participants can look forward to greater participation from SADEC and other foreign military dignitaries. The SANDF will also take a more active part in the exhibition, with the deployment of operational equipment currently in the SANDF inventory. MICSSA 2005 will be hosted at the CSIR Conference Centre in Pretoria, and is set to be a premium event on the 2005 conference calendar.

First City exchanges reigns

A unique 129th birthday parade took place in Grahamstown at the Officers' Mess at the Regimental Headquarters of the oldest Highland Regiment in the country, viz First City, on 27 November 2004. Both the Officer Commanding and the Regimental Sergeant Major handed over command.

Lt Col Rob Wilmot, who is the 24th Officer Commanding of First City, handed over command after twelve years to Lt Col Gavin Wyness. Lt Col Wyness is the former Second in Command of the Buffalo Volunteer Rifles and has had 23 years of service in the South African Infantry Corps.

WO1 Walter Probart, who has been the RSM since 1992, handed over to WO1 Craig Brown, who has had 25 years of service in the South African Infantry Corps and has served in both the First City and the Buffalo Volunteer Rifles. Among the guests who attended the occasion were Brig Gen Tony Chemaly, Honorary Colonel of First City, Col W.M. Dinga, SSO Light Infantry, five former Officers Commanding of the Regiment: Lt Col Cecil Jones Phillipson, Lt Col Francois van Niekerk, Lt Col Bruce Steele-Gray, Lt Col Peter Brown, and the Honorary Colonel who was also one the former Officers Commanding, as well as numerous unit commanders, RSMs and former RSM Alex Farquhar.

It was also the first time that the Officer Commanding and the RSM wore the new rank insignia and the new SA Army flash. (Article by WO1 Craig Brown, RSM of First City)
Empower a woman to educate a nation

By Capt Lesley Rakhibane
Photo: F Sgt David Nomtshongwana

The Gender Focal Point in the Equal Opportunities Chief Directorate held the fourth African Women’s Peace Table Workshop at Air Command in Pretoria on 30 November 2004.

The workshop was attended by representatives of the various gender forums which had the task of developing strategies for the future peace table seminars and of creating a platform for women in the DOD together with civil society to address specific issues affecting women in conflict situations on the African continent.

It covered discussions on various topics, ranging from a paper on the role of women in deployment, gender issues and post-war conflict resolution to the enhancement of the AU/NEPAD Peace and Security Agenda.

A moving topic was that of Capt Nosipho Sangxela, who shared her experiences of the time when she served as a medical support officer attached to 2 SAI Bn during her deployment in Bukavu, in the Democratic Republic of Congo (DRC).

She said that equal opportunities must sensitise women prior to their joining deploying contingents so that they are physically and mentally prepared for the challenges outside the borders of the RSA.

Capt Sangxela had a nerve-racking experience when the armed forces of the DRC and the rebels clashed five kilometres away from the base where she was. The lines of communications had been broken and they survived on ration packs for a period of two weeks. As a committed member of the SANDF she understood the reasons for her deployment and continued to render valuable service.

As the workshop coincided with the 16 Days of Activism of No Violence Against Women and Children campaign, the presiding officer, Col E. Langa, SSO Gender, gave Raquel Muller, a young woman, the opportunity to deliver a moving poem entitled "A Cry to Hope", to the delight of the delegates.

Col Belinda Martin from the Reserve Force Division also delivered a poem entitled "Diamond on Her Head" dedicated exclusively to Maj Gen Jackie Sedibe, the then Chief Director Equal Opportunities.

At the end of the workshop, certain resolutions were taken as a way forward for future peace table seminars.

A Cry to Hope
As I’m torn by your words lingering on my heart
My soul shall stand tall to be daunted to thy fear
As this very pressure drown from my little strength
My hollow cry would reach a soul near

As you abuse my power of speech
My silence has no purpose to this world
As you deny me on the internal to a mockery
My presence is in existence to be seen not a humming word

As your intimidation becomes too much to bare
My endurance grows to an extent of no end

As your fist blackens this eye
My sight to a brighter future will mend
As you enter my body’s newly temple without invitation
My nation will be built to a fair say of no and be free
As you beat my brittle body with your weapons of destruction

Raquel Muller, who delivered her moving poem to the audience about hope.
My war will be declared to your battle as I will walk away as me
As I’ve had enough and raise my hand}
Torture no more and freedom as a stand!
Your words will have no meaning
This pressure will grow me empowerment

My speech will become a joyous flow of preach
Your denial will become my freedom confession
Your intimidation will become my bravery
Your uninvited sexual acts of pleasure will be your pain
This black eye will have a clear sight of the near future
And your weapons will cause your own destruction
As I’ve had enough and this cry will die and I raise my hand
To torture, no more and freedom as a stand! - Raquel Muller.

Breast Cancer Awareness Day

By Sgt Ntsikelelo R. Mantshongo
Photo: F Sgt Karin Coetzee

Ms Bennie Barker, the wife of the Officer Commanding Air Force Base Makhado, hosted a Breast Cancer Awareness brunch at Air Force Base Makhado at the end of 2004.

The aim of this activity was to sensitise women to the importance of early detection and treatment of breast cancer. The importance of self-examination was stressed, since arguably nine out of ten breast lumps are detected by women themselves.

According to Mrs Barker most women suffer from health and psychological problems once they are diagnosed with the disease and, to avoid such conditions, treatment must be taken immediately after positive diagnosis. Once she experiences symptoms such as discharge from the nipple, puckering of the skin or a lump, she should consult a medical doctor. The doctor will use fine needle aspiration cytology, clinical examination or ultrasound to assess her condition. A biopsy is usually done and the doctor will then decide on the course of action. The decision as to whether a lumpectomy, partial or full mastectomy is to be performed will depend on various factors.

The follow-up treatment after the operation is a multi-modal approach usually involving three lines of attack, namely radiotherapy, chemotherapy and hormone therapy. Treatment will then depend on the type of tumour, the grade of the cancer and the age of the patient.

Most women who sacrificed their time for this occasion felt that it was really important that all women should be aware of this disease and its precautionary measures.

Mrs Barker herself is a breast cancer survivor and she felt obliged to help and share her own experiences of the disease. After she was diagnosed, she undertook research into this disease and later realised that it was better to be prepared for it before it actually got worse. The proceeds of the day were donated to the CANSA Research Fund.

For more information on issues involving breast cancer, Mrs Barker can be contacted on 015 577 1564 at Air Force Base Makhado. She is also available for bookings by any social organisation or ladies’ club for lectures.

Women attending the Breast Cancer Awareness brunch at Air Force Base Makhado.
Tamandaré Medal of Merit

R Adm Johannes (Refiloe) Mudimu, the then Chief of Naval Staff (now Chief of the SA Navy), was awarded the Tamandaré Medal of Merit during a medal awarding ceremony on the occasion of the Day of the Navy held at Pretoria on 13 December 2004.

By Decree No 278 of 12 November 2004, the Commander of the Brazilian Navy awarded the Tamandaré Medal of Merit to R Adm Mudimu.

The essential conditions for this award are: moral and professional qualities, competence and accuracy in fulfilling duties. In the case of foreigners, also, empathy and affection shown towards the Brazilian nation and its Navy, between civilians in general, taking into consideration the distinguished and efficient action that benefits the interests and good name of the Brazilian Navy.

It was created by Decree No 42.111, dated 20 August 1957, for the purpose of awarding authorities, institutions, civilians, military personnel, Brazilians and foreigners that have contributed towards relevant services in strengthening the traditions of the Brazilian Navy, or honouring and emphasising its historical value.

The medal is made of metal. It is circular in form and has two crossed anchors with the figure of Tamanadaré, with the inscribed words “Almirante Tamandaré” (Admiral Tamandaré) on the reverse between arched palms. The inscription consists of seven lines “A Marinha Brasileira Ao Seu Glorioso Patrono 1957” (The Brazilian Navy to its glorious patron 1957).

City Press nominated Admiral as newsmaker

R Adm Johannes (Refiloe) Mudimu, the then Chief of Naval Staff (now Chief of the SA Navy), was voted as one of the top newsmakers of the year (2004) by the City Press newspaper. R Adm Mudimu was voted among notables such as the 2010 Soccer World Cup Bid team, including former President Nelson Mandela and South African born actress Charlize Theron.

Armscor bid farewell to former Chiefs

By PO Dennis Ndaba
Photo: Cpl Elias Mahuma

A farewell function hosted by Armscor for the former Chiefs of the SA Air Force and the SA Navy, Lt Gen Roelf Beukes and V Adm Johan Retief, respectively, was held at Erasmuskloof Castle in Pretoria on 2 February 2005.

Also present were Armscor Board members, as well as the new Chief of the SA Air Force, Lt Gen Carlo Gagiano, and the Chief of the SA Navy, V Adm Johannes (Refiloe) Mudimu.

According to the CEO of Armscor, Mr Sipho Thomo, the aim of the function was to wish the former Chiefs well in their new endeavours and to thank them for their dedication and commitment in building excellent relationships with Armscor. He added that Armscor was there to support and serve the Department of Defence and the SANDF and challenged the new Chiefs to maintain existing ties as the job is easier when relationships are smooth.
Paying homage to our fallen infanteers

**Article and photo by Lebohang Letaoana**

The annual Infantry Memorial Service was held at Fort Klapperkop in Pretoria on 23 January 2005. The aim of the service was to honour all fallen infanteers.

In his speech Brig Gen Clive van Schalkwyk, the Chief of Staff SA Army Infantry Formation, said that infanteers are the first ones into battle and therefore the first ones to be killed or injured, but we know that our infanteers are well trained, because sweat spilled on the training ground is less blood spilled on the battleground.

Wreaths and crosses were laid by various military veterans’ organisations, military divisions and units. The SA Air Force Band provided the music.

The main function at the event was Maj Gen Mike Nkabinde, the General Officer Commanding of the SA Army Infantry Formation. Also invited to pay their respects were the families and friends of the fallen infanteers who laid a wreath honouring their loved ones.

**The cream of South African soldiers**

**By Maj Elize Lizamore, PRO and Comm Officer SA Army Foundation**

**Photo: S Sgt Patrick Benn, Military Academy**

From 6 to 8 December 2004 students of the Military Academy in Saldanha bade farewell to their Alma Mater during a gala dinner and an impressive passing out parade. Once again the SA Army Foundation, true to its mission to improve the life of its members in a cost-effective way and in the spirit of *Batho Pele* supported excellence by rewarding the Best Performing SA Army Learner, Capt Jonathan Boucher, with a pair of binoculars. Capt Boucher was also the winner of the SA Army’s Floating Trophy and the Sword of Honour. The latter achievements are of exceptional merit. Capt Boucher was born in 1980 in Zeerust and achieved his B Mil degree with an average of 80,76%, which makes him a cum laude candidate.

Capt Boucher is currently undertaking further studies at the Military Academy and has begun his Honours degree in Military Geography. The SA Army Foundation is filled with pride and honour to be associated with the Military Academy, where the cream of South African soldiers are studying.

Capt Jonathan Boucher, the Best Performing SA Army Learner at the Military Academy, congratulated by Maj Elize Lizamore from the SA Army Foundation.

**Tshumelo Ikatelaho**

Some of the members of 1 Special Service Battalion who were among the first to receive the *Tshumelo Ikatelaho* (campaign award). They were awarded this medal for rendering direct support in a military operation when they were deployed over the period 24 August to 19 December 2003. They received their medals at the annual Armour Formation Medal Parade held at the School of Armour in Bloemfontein on 12 November 2004.

Fltr: Lt Col C. Le Roux (OC), Lt B.D. Madolo, Maj D. Engelbrecht, Capt J. Kusel, Lt M. Toli and WO1 T.A. Mabote (RSM).
iMiklomelo ka 2005 yabezokuXhumana kwaHulumeni

Nomonde Vuthela

O

nyakeni ka 2005 bonke abezokuxhumana boMnyango wezokuVikela bazobeli bhekise eGallager Estate. Lowo ngumyalezo ophuma kubaphathi bezokuXhumana boMnyango wezokuVikela njengoba amalungiselelo eMiklomelo yabezokuXhumana bakaHulumeni eseqalile.


"Siqale ngonyawo oluhihe akakhulu ngonyaka odlule lapho sibe khona nababili kwabathathu abafike esigabeni nokhathi ezikusiniseko sokuthi singaphatha kuziwa zonke izinga yonke imikhakha yokuxhumana yaMiklomelo kungenzeka isingabeni sokuphila kuthi uMnyango wezokuXhumana wonyaka woMnyango wezokuVikela.

Ophethe leMiklomelo yezokuXhumana kwaHulumeni, uNksz. Michelle Hugo, usekhombisile ukuthi kungenzeka kwamezenguza emilungisekho uMnyango wezokuVikela bazophuma kwabawine eMiklomelweni wezeGallager. Amafomu okungenela kanye nokuthaza labo abasebenza ngakwesokunxele.

UMLANDO WEMIKLOMELO

iMiklomelo yezokuXhumana kwaHulumeni yaqala ngonyaka ka 2002 ngemuvwa kokuba uNqongqoshe eHoviseli likaMongameli u Dr. Essop Pahad, ejebe iGCIS ukuba ibona ukuthi leMiklomelo inganqalwa kanjani kwabezokuXhumana bakhwaluHulumeni. Inkholo yalokhu ukubonakalisa izincomo zomsebenzisa omuhle kanye nokuthaza labo abasebenza ngokuqala okungena.

Kusukela ngakwesokunxele: uKoloneli Marthie Visser (owaba ngobuqalo ezisebenzini esikamelo kaZwelonke iBua), uMnu. Joel Netshitenzhe (Umphathi Omkuhlu (CEO) weGCIS), Mnu. Vuyo Zambodla (iNhloko yezabokuXhumana), Mnu. Essop Pahad (u Nqongqoshe we Hovisi likaMongameli), kanye noKaputeni (njengamanye ungu R Adm (JG)) uRusty Higgs (ohambe phambili eMiklomelweni kaZwelonde ibuA).
IZINJONGO
Ngaphansi komyaLezo ‘Awarding Excellence in Government Communication’, izinjongo zemiklomelo uku:

- ubonakalisa emphakathini imisebenzi yabaxhumanisi bakaHulumeni,
- gcizelela ekuziNkinkeni kwabaxhumanisi emsebenzini wansukuZonke,
- sebenza njengesikhuthazo kubaxhumanisi,
- phucula iphinde ivule izindlela zokuxhumana ngaphakathi nangaphandle kukaHulumeni,
- ukuhuphula, ukukuthaza kanye nokugcina amazinga aphuzele kanye nobungcweti.

IKOMITI LELEMIKLOMELO
Ikomiti leMiklomelo eliphethwe loluhlelo lwemiklomelo lwakhekere kanje:

- UShlalo: oqokwe iHovisi leGCIS,
- UMphathi omkhulu (CEO) weGCIS
- UMinqondisi omkhulu weGCIS: uHulumeni kanye
- UsiHlalo abahlanu besigungu sezokuXhumana sikaHulumeni
- UyiNhloko yezokuXhumana eHovisi likaMongameli
- UMholi wohlelo lweGCIS
- UMbhali

IZIGABA ZEMIKLOMELO

- uMklomelo iBua - uqondene nabe-Hovisi loNgqogqoshe, iziKhulumezi zeMinyango kanye nabaxhumanisi ngabodwa abakhumbise uggqozi, ukuzimisela, ukuzinikela, ukuzuhlukanisela kanye nokuziphatha emsebenzini wabo.
- UMKlomelo Ubungcweti - uqondene nokubhala ngobungcweti, okuqukethwe uhla loMhleli, isimo nokuhleleka. Kuphindle kufake nezokuthwembula izithombe, ezokusakaza kanye nabasha kwimedia njenge intranet kanye ne internet.
- UMKlomelo wezokuXhumana woNyaka kuHulumeni - ubhekise kovelele kuyona yonke imikhakha yezokuXhumana kuHulumeni. Owinile ukhethwa kubona bonke abafakukucinzeni koMncintiswano kwezikhathi ezilatheni.
- UMKlomelo oyisiPesheli - unikezwa umxhumanisi osewashona, lapho kuphakanyiswa khona iqhaza losumxhumanisi wenzokuXhumana kuHulumeni.

INDLELA ESATHENZISWAYO

- Bonke abangelele napaqokiwe kufanele baba nezinyanga ezingu 12 besebenzela uHulumeni.
- Bonke abangelele baba izakhumazi zeRiphabhulikile yase-Ningizimu Afrika.
- Nakuba kungadingekile ukuthi usebenzele/usebenze ngaphansi abezoxukhuhuma boMnyango wezokuVikela noma abezoxukhuhuma nomphakathi ukuletha kwakho kufanele kuqondane na-bezoxukhuhuma noma abezoxukhuhuma nomphakathi phakathi kwendawo osebenzela kuyo kuMbutho wezokuVikela wase-Ningizimu Afrika noma uMnyango wezokuVikela.

Uma ufuna ulwazi olungaphabezulu maqondana nemiklomelo yabezokuXhumana kwaHulumeni vakashele i website ye GCIS: www.gcis.gov.za

*The English version of this article regarding the Government Communicators’ Awards 2005 is available on the DOD website. Please feel free to visit: www.mil.za

To obtain a translation of any article published in SA Soldier in any one of our other ten official languages, please make use of the professional services rendered by Directorate Language Services of the DOD. For assistance contact Col Daan Vorster, Director Language Services, at tel no: (012) 392 3176.
Inspector General takes a bow

By PO Dennis Ndaba
Photo: F Sgt David Nomtshongwana

The Defence Inspectorate held its final celebrations of Ten Years of Democracy in conjunction with the farewell of Maj Gen Vejaynand Ramlakan, the outgoing Inspector General of the DOD, in the form of a guest evening on 26 November 2004 in Thaba Tshwane. The celebrations were centred around the theme: "Towards another decade: maintaining good governance in the DOD by combating fraud and corruption".

The event reflected on successes achieved in the past decade, and focused mainly on challenges that were overcome during the transformation process, improvement of service delivery, management of social changes, gender based challenges and other significant major issues in the Defence Inspectorate in relation to expectations of the broader Public Service.

A way forward was highlighted in celebrating the Second Decade of Democracy, in which improvement of service delivery and the addressing of the growing challenges of fraud/corruption in the DOD were emphasised. Maj Gen Ramlakan briefly listed some of the major successes achieved during the last four years, such as the staffing of new IG DOD members, Equal Opportunities and Affirmative Action compliance, Audit Committee, risk management, international visits, and the launching of the IG DOD history book. He emphasised that it was well known that an organisation did not consist of one person alone. As King Charles I of England said: "The Inspector General must have a horse allowed to him and some soldiers to attend him and all the rest commanded to obey and assist, or else the service will suffer, for he is but one man and must correct many and therefore he cannot be loved. And he must be riding from one Garrison to another to see that soldiers do not outrage nor scathe the country."

"With this I would like to make use of the opportunity to thank all my members of staff that assisted me through this period, and extend my appreciation to all members of the Defence Inspectorate and other Services and Divisions that contributed towards the glowing success of the last four years," Maj Gen Ramlakan concluded.

Maj Gen Vejaynand Ramlakan and Ms Ramlakan, who received a gift from Ms Violet Temane, Assistant Director Forensic at Directorate Anti-fraud.
Identify best practices for vehicle maintenance

By Col S.A Crouse,
SSO Technical Maintenance

The Directorate Engineering Support Services (DESS) at C Log has received regular complaints that the DOD is experiencing major problems with the turnaround time to repair D-vehicles. When it became clear that the problem was not isolated but occurred in all Services and Divisions, DESS decided that the problem should be investigated to seek a holistic solution.

C Log (DESS) was of the opinion that the problem required the attention of industrial engineers and that it would be cost-effective to use the resources of the SA Air Force instead of outside contractors, and thereby develop and retain expertise within the DOD. DESS requested the services of SAAF Industrial Engineers.

Lt Marlette Cornelissen and Lt Stephan Roets were tasked according to the DOD Strategic Direction Process, which involves four main processes, namely to build and update the DOD strategy and planning, to develop policy, monitor and control the environment (measure performance against plan) and execute the DOD plan.

The DOD structure consists of four levels, namely Level 1, which consists of the Secretary for Defence and the Chief of the SANDF, Level 2, which is concerned with strategic direction, policies, plans, monitoring and control. The first three of the DOD Strategic Direction Processes are performed at this level of the organisation. Level 3 manages the execution of the policy provided by Level 2. Level 4 executes the policy provided by Level 2.

The problems with the turnaround time to repair D-vehicles occur at Level 4 of the DOD. Monitoring the management of this part is the responsibility of Level 2.

Lt Cornelissen and Lt Roets were therefore tasked by C Log to support Level 2 in the Environmental Monitoring and Control process by investigating the D-vehicle maintenance process in the DOD.

Col S.A. Crouse, SSO Technical Maintenance, assembled a project team consisting of himself as the team leader, Lt Cornelissen, Lt S. Roets (Industrial Engineers from 5 Air Servicing Unit at Waterkloof AFB) and Mr L.L.S.J. Kruger (Electronic Engineer at C Log, DESS).

The industrial engineers compiled a comprehensive project proposal, which comprised a confirmation of the user’s requirements and the project plan to satisfy those requirements.

The aim of the project was to propose a solution to ensure optimal availability and reliability of D-vehicles in the DOD. It was required that the solution reduce the turnaround time maintenance process in a cost-effective manner.

The team selected a set of units that they considered as representative of the Services and Divisions. They assessed the maintenance and associated processes at each of the units, and recorded their findings. The engineers simulated the maintenance process model that they derived from their visits to the units, and arrived at conclusions concerning the process. Benchmarking was done at other Government departments to identify best practices.

The last phase consisted of the modelling and design of a solution. The solution was developed by using various combinations of improvement criteria that were evaluated against feasibility, cost and time management, as well as technical, operational and system principles to obtain the most appropriate solution.

The team successfully completed the project and presented their findings to the Log Staff Council (LSC) on 29 June 2004 to obtain a decision to implement the proposed solution. Awaiting the outcome of a holistic Fleet Management Investigation, C Log decided that the solution should be integrated with the outcome of the Fleet Management Investigation. In the interim, general improvement proposals and recommendations were identified for implementation.

Benchmarking other Government departments.
No compromise on discipline

During 2001 SA SOLDIER ran a two-part series on discipline in the SANDF. In this edition the Editor revisits and continues that discussion with the Sergeant Major of the SANDF, WO1 Jacobus 'Jakes' Jacobs.

Editor (Ed): The issue of ill-discipline in the SANDF has been a matter of considerable concern in the Department of Defence, in the broader public and even to some extent in the international community. Is ill-discipline in the SANDF a perception or a fact?

Sergeant Major (SM): It is a relative thing, a bit of both. In the SANDF we have a zero tolerance approach to ill-discipline and therefore all incidents will be taken seriously. You must also remember that we have been accused of being overzealous and harsh in how we mete out justice to our members. The public on the other hand, both local and international, is informed to a large extent by the media whose agendas are often guided by sensationalism and misinformation.

Ed: Is ill-discipline a priority problem in the SANDF?

SM: Yes it is a priority. Discipline is the cornerstone of any defence force. However, I have a responsibility to contextualise our situation. The SANDF is not unique with regard to issues relating to ill-discipline and will stand favorably in comparison with most other defence forces.

Ed: After 10 Years of Freedom and the ten years of the SANDF have we improved or gone backwards?

SM: My honest opinion is that we have improved considerably. I know there are perceptions out there that discipline has declined since 1994, but I could tell you plenty of stories about ill-discipline in the old SADF that are unthinkable under the values and ethos of discipline in the SANDF.

CODE OF CONDUCT
FOR UNIFORMED MEMBERS OF THE SANDF

- I serve in the SANDF with loyalty and pride, as a citizen and a volunteer.
- I respect the democratic political process and civil control of the SANDF.
- I will not advance or harm the interests of any political party or organisation.
- I accept personal responsibility for my actions.
- I will obey all lawful commands and respect all superiors.
- I will refuse to obey an obviously illegal order.
- I will carry out my mission with courage and assist my comrades-in-arms, even at the risk of my own life.
- I will treat all people fairly and respect their rights and dignity at all times regardless of race, ethnicity, gender, culture, language or sexual orientation.
- I will respect and support subordinates and treat them fairly.
- I will not abuse my authority, position or public funds for personal gain, political motive or any other reason.
- I will report criminal activity, corruption and misconduct to the appropriate authority.
- I will strive to improve the capabilities of the SANDF by maintaining discipline, safeguarding property, developing skills and knowledge, and performing my duties diligently and professionally.

RULES OF WAR

- I will fight only enemy combatants and attack only military objectives.
- I will employ methods of attack to achieve the military objective with the least amount of harm to civilian life and property.
- I will not attack or harm enemy personnel who surrender. I will disarm them and treat them as prisoners of war.
- I will not kill, torture or abuse prisoners of war.
- I will not alter weapons or ammunition for the deliberate purpose of increasing suffering.
- I will collect and care for the wounded, shipwrecked and sick, whether friend or foe.
- I will treat all civilians humanely.
- I will not tolerate or engage in rape or looting.
- I will respect all cultural objects and places of worship.
- I will respect all persons and objects bearing the Red Cross, Red Crescent and other symbols of humanitarian agencies.

S A S O L D I E R  •  M A R C H  2 0 0 5
SM: To a significant extent. Pilots need sufficient flying hours, sailors need to be on the high seas with modern equipment and military health personnel have their own requirements. Every uniformed member of the SANDF has career aspirations linked to the mandate of the Department of Defence. We need the relevant budget, equipment and training to motivate our members. You will, however, still get your few ‘bad apples’ that will cause trouble no matter what is done to motivate and develop them.

Ed: So what exactly is discipline and why is it so important?

SM: Discipline is about the attitude of an individual or group regarding the prompt execution of orders or taking appropriate action in a given situation when no orders have been given. It is a state of order based on submission to rules and authority. Discipline, however, should also not be too narrowly linked to instructions and orders. The relationship between those in authority and their subordinates is a key indicator of discipline because it is also about the total approach and commitment linked to loyalty, sense of duty, respect and camaraderie.

Ed: With regard to those who fall foul of disciplinary codes of conduct, is the Military Justice System an effective remedy?

SM: You should rather speak to those responsible for the military justice system. If I could be totally successful in my job, they would be unemployed. Seriously, that is an issue for a separate interview with those responsible for the Military Justice System.

Ed: And what about the civilian personnel in the SANDF and Department of Defence?

SM: I am only responsible for the discipline of uniformed members of the SANDF. However, the principles of the Code of Conduct should apply to all staff in the Department of Defence. Furthermore, we are all uniformed and non-uniformed, bound to abide with the principles of the Government’s Batho Pele (People First) philosophy.

Ed: Can you offer any advice for the way forward?

SM: All I can say is that it is very important that we make progress with our strategies to rejuvenate and right-size our Defence Force to one that can be supported and motivated for active deployment inside and outside the country.

ED: What is your final word on the issue of ill-discipline?

SM: The issue of discipline and ill-discipline should not be viewed in isolation. The constitution of this country is clear about its expectations and our responsibility is to ensure that we are one hundred percent prepared. We also have an additional mandate to deliver on Peace Support Operations all over this continent. Without the highest level of discipline we will fail. There will be no compromise on standards of discipline in the SANDF.

* The Afrikaans version of this article is published on pages 26-27 - Ed.

* Die Afrikaanse weergawe van dié artikel is op bladsye 26-27 gepubliseer - Red.

* To obtain a translation of this article published in SA Soldier in any one of our other nine official languages, please make use of the professional services rendered by Directorate Language Services of the DOD. For assistance contact Col Daan Vorster, Director Language Services, at tel no: (012) 392 3176.
At the beginning of 2005, the Minister of Defence, Mr Mosiuoa Lekota, called upon matriculants to join the Department of Defence. He said he wanted learners to consider the military as a career. According to the minister, there is still a misconception that the South African National Defence Force (SANDF) is purely about warfare and therefore not a generic career choice for young men and women with alternative career aspirations. The military is also about developing skills and discipline, empowerment and global competitiveness. Careers that can be followed in the SANDF include those of engineers, professional medical personnel and accountants, besides pilots, navigators, naval combat officers and technical officers.

"I call upon all young South Africans with good matric results in mathematics, science, biology and geography to take advantage of these opportunities," says Minister Lekota. He added that to help previously disadvantaged learners, who did not do well in these subjects, the Department of Defence had introduced the Youth Foundation Training Programme.

**Military Skills Development Programme**

The Department of Defence (DOD) is proud to offer this service system - the Military Skills Development (MSD) Programme - to the South African youth with the main purpose of promoting and enhancing the concept of nation building. It is a two-year voluntary service system with the long-term goal of enhancing the SA National Defence Force’s deployment capability.

Recruits are required to sign up for a period of two years, during which they will receive military training and further functional training in their first year of service. During the second year of service, depending on the duration of their functional orientation, they will be deployed where needed and given the opportunity to apply their knowledge and develop their skills.

**Requirements**
- South African citizen
- Age between 18 and 22 (graduates 26)
- Currently in Grade 12 or completed Grade 12
- Not area bound
- No record of a serious criminal offence or offences
- Preferably single
- Comply with medical fitness requirements for appointment in the SANDF

**Training opportunities in the SA Army**

This MSD Programme serves as an introduction to the military way of life for all members who are joining the SA Army for the first time. Towards the end of the second year, the member will be given the opportunity to indicate whether he or she would like to extend the contract or leave the SA Army.

An extension of the contract will depend mainly on the member’s performance over the two years and the availability of posts in the relevant functional field and whether or not he or she has been recommended for an extended contract.

Members who are not recommended, or who are not interested in continuing with their service in the Regular Force, will be required to serve in the Reserve Force after completing the initial two-year period. This entails thirty days’ service per annum over a five-year period. Depending on the requirements of the SA Army, you may be selected for further training in one of the following:
- Engineer Corps
- Infantry Corps
- Intelligence Corps
- Armour Corps
- Air Defence Artillery Corps
- Artillery Corps Ordnance Service Corps
- Technical Service Corps
- SA Ammunition Corps
- SA Catering Corps
- Personnel Service Corps

**Training opportunities in the SA Air Force**

- Airspace controller
- Telecommunications
- Construction machine operator
- Learner engineer (university studies)
- Trade training
- Pilot navigator training
- Learner navigators
- Pupil pilots
- Firefighters
- Musicians
- Language practitioners
- Sports officers

**Training opportunities in the SA Navy**

- Combat officers
- Student engineers
- Student naval technical officers
- SA Navy divers

**Training opportunities in the SA Military Health Service**

- Operations Emergency Care Practitioners
- Physical training instructors
- Chefs
- Musicians

Professionals in the following...
career opportunities in the department of defence for our youth

the country

occupational fields may direct their enquiries to the South African Military Health Service (SAMHS) regarding the availability of positions in the SAMHS:

- Audiology
- Biokinetics
- Dieticians
- Environmental health
- Psychometrists
- Psychologists
- Pharmacists
- Social workers
- Pharmaceutics
- Speech therapists
- Veterinary science

The SA Military Health Service does not offer "bursaries" as do companies in the private sector. Instead, selected candidates are required to join the SANDF on a contract basis. This necessitates the successful completion of prescribed military courses during the first year of the contract, whereafter the contract will be extended if the candidate is selected, followed by studies at selected tertiary institutions and continued service in the SANDF for the remainder of the contract period.

What Is the Youth Foundation Training Programme?

The Youth Foundation Training Programme (YFTP) is aimed at the development of South African youth from previously disadvantaged communities. The programme focuses on the improvement of matriculation results by providing a positive and stimulating learning environment where learners can reach their full potential.

Why is the DOD involved?

The DOD acknowledges the challenges set by Parliament and civil society to transform. Part of the transformation is to ensure that all race and gender groups within our borders are represented in the respective ranks and functions within the DOD. The YFTP is an effort by the DOD to identify youth with the necessary academic potential, to develop that potential and to prepare them for a career in the Department and further tertiary education.

Where and when will the programme be offered?

The one-year academic programme will commence in January at a training facility in Gauteng. Accommodation, meals, study aids, stationery and pocket money will be provided for the learners.

What happens at the end of the year?

Learners will be required to rewrite the relevant Grade 12 subjects. Learners who successfully complete the programme will be considered for a career in the DOD. Learners who are not considered will be given the opportunity to explore other options in the open labour market.

Who can apply?

The learner must comply with the following requirements:

- Must be a South African citizen.
- Must be at least 18 years old, but not older than 21 on 1 January.
- Must have completed Grade 12 or be busy with Grade 12.
- Must have passed at least two languages at Higher Grade, of which one must be English.
- Must have passed Mathematics and Physical Science on Standard or Higher Grade.
- Must have passed Mathematics and Accounting on Standard or Higher Grade if interested in pursuing a commercially related career.
- Must comply with the requirements for medical fitness as laid down by the Surgeon General.
- No record of a serious criminal offence.
- Must be recommended by a Military Selection Board.
- Must not be area bound.
- Must preferably be single without dependants.

Some career options in the DOD

- Combat Services (SA Army)
- Engineering (Mechanical/Electronic/Electrical) (SA Air Force)
- Engineering (Mechanical/Electrical) (SA Navy)
- Medically related and Human Movement (SAMHS)
- Commercial (Finance Division)
- Pilot/Navigator Training (SA Air Force)
- Combat Officer Training (SA Navy)

These excellent career opportunities include military training and study opportunities at approved universities and/or technikons.

* For more information about career opportunities in the Department of Defence please contact our Recruiting Office at tel no: (012) 339 5750 / 339 5751 / 339 5752 / 339 5714 / 339 5729 / 339 5395 or write to: Department of Defence, Human Resource Support Centre, Directorate Personnel Acquisition, Private Bag X281, Pretoria, 0001 or visit us at the SANDF Recruiting Office, Bank of Lisbon Building, c/o Visagie and Paul Kruger Street, Pretoria or send your online enquiries to Petty Officer P.A.M. Buys at: dpacq@mweb.co.za
Geen kompromie ten opsigte van dissipline nie

In 2001 het SA SOLDIER `n reeks van twee afleverings oor dissipline in die SANW aangebied. In hierdie uitgawe gee die Redakteur weer aandag aan hierdie gesprek en sit dit voort met die Sersant-Majoor van die SANW, AO1 Jacobus "Jakes" Jacobs.

Redakteur (Red): Die kwessie in verband met swak dissipline in die SANW is `n groot kwelling vir die Departement van Verdediging, die breë publiek en selfs in `n sekere mate die internasionale gemeenskap. Is swak dissipline in die SANW `n persepsie of `n realiteit?

Sersant-Majoor (SM): Dit is relatief, iets van albei. In die SANW het ons in benadering van zero verdraagsaamheid ten opsigte van swak dissipline en daarom word alle insidente as ernstig beskou. U moet onthou dat ons onwettig en ongenaak toegespans het. Die publiek, daarenteen, sowel plaaslik as internasionaal, word in 'n groot mate ingelig deur die media wie se agendas dikwels deur sensasie en verkeerde inligting bepaal word.

Red: Is swak dissipline `n prioriteits-probleem in die SANW?

SM: Ja, dit is `n prioriteit. Dissipline is die hoeksteen van enige weermag. Dit is egter my plig om ons situasie in perspektief te stel. Die SANW is nie uniek wat kwessies ten opsigte van swak dissipline betref nie en sal in werklikheid gunstig met ander weermagte vergelyk.

Red: Het ons na tien jaar van demokrasie en die-tient-jaar wat die SANW bestaan, verbeter of agteruit gegaan?

SM: My eie mening is dat ons aansienlik verbeter het. Ek weet dat daar buite persepsies bestaan dat dissipline sedert 1994 agteruitgegaan het, maar ek kan vir u bate stories vertel van swak dissipline in die ou SANW, wat binne die waardes en etos van dissipline in die SANW ondenkbaar sou wees. Tweedens is ons veel meer deurwig en aanspreeklik. U moet onthou dat ons sedert 1994 sewe uiteenlopende konvensionele en niekonvensionele weermagte (sommige was geswore vyande van mekaar) suksesvol in `n verenigde weermagte.
AO1 Jacobus "Jakes" Jacobs, die Sersant-Majoor van die SANW, sê dat toegewings nie ten opsigte van dissipline gemaak kan word nie. Dit is 'n integrale deel van die SANW se sukses.

Red: Is daar 'n fundamentele probleem of kwessie wat tot 'n ineenstorting van dissipline lei?

SM: Hierdie kwessie is baie ingewikkeld en tog ook baie eenvoudig. Wat ons moet verstaan, is dat 'n soldaat eerstens trots op hom- of haarself moet wees. Elke soldaat benodig die nodige uniform, uitrusting, opleiding en motivering om te pres- leer. Indien jy nie professioneel lyk en voel nie, is die kans groot dat jy nie professioneel sal optree nie.

Red: Dissipline is dus sowel 'n hulpbron as 'n motiverende faktor.

SM: In 'n groot mate. Vlieëners het voldoende vlieugure nodig, matrose moet met moderne toe- rusting op die onstuimige see vaar en militêre geneeskundige personeel benodig hulle eie toerus- ting. Elke uniformmib van die SANW het loopbaan- aspirasies wat aan die mandaad van die Departement van Verdediging gekoppel is. Ons benodig die relevante begroting, toerusing en opleiding om ons lede te motiveer. Jy sal egter altyd jou "vrot appels" word wat moeilikheid veroor- staak, ongevaar van wat gedaan word om hulle te motiveer en op te lei.

Red: Presies wat is dissipline dus en waarom is dit so belangrik?

SM: Dissipline het te doen met die houding van 'n individu of groep om die stipteke uitvoer- ing van bevele of die neem van toepaslike op- trede in 'n gegewe situatie, wanneer geen bevele gegee is nie, te versekre. Dit is 'n staat van orde wat op onderdanigheid aan reëls en gesag gebaseer is. Dissipline moet egter nie te nou aan instruksies en bevele gekoppel word nie. Die verhouding tussen gesagvoerders en hulle onder- geskiktes is 'n sleutelaanduiding van dissipline, want dit gaan ook oor die totale benadering en toewyding aan lojaliteit, pligsbesz, respek en kameraadskap.

Red: Dissipline en swak dissipline moet nie in isolasie beskou word nie. Die Grondwet van hierdie land skep duidelike verwagtinge en ons verant- woordelijkheid is om te verseker dat ons 100 persent gereed is. Ons het ook 'n bykomende mandaat om te presteer op die gebied van Vredesonder- steuningsoperasies dwarsoor die kontinent. Sonder die hoogste vlak van dissipline sal ons misluk. Daar sal geen kompro- miee aangegaan word ten opsigte van die vlakke van dissipline in die SANW nie.

Red: Wat is u laaste woord in verband met swak dissipline?

SM: Dissipline moet die Militêre Regstelsel verantwoordelik. Die begin- nings van die Gedragskode behoort egter op alle personeel in die Departement van Verdediging van toepassing te wees. Sowel uniform as nie-uniformlede is verplig om die beginsels van die Regering se "Batho Pele" (Mense Eerste) - filosofie te gehoorsaam.

Red: Wat is u laatste woord in verband met swak dissipline?

SM: Ons is die enigste land in die wêreld wat so iets reggekry het. Ons het egter nie en sal ook nie toegewings maak ten opsigte van die vlak van dissipline wat van elke sol- daat verlang word nie.

Red: En wat van die burgerlike personeel in die SANW en Departement van Verdediging?

SM: Ek is net vir die dissipline van uniformlede verantwoordelik. Die be- ginsels van die Gedragskode behoort egter op alle personeel in die Departement van Verdediging van toepassing te wees. Sowel uniform as nie-uniformlede is verplig om die beginsels van die Regering se "Batho Pele" (Mense Eerste) - filosofie te gehoorsaam.
10 Years of Democracy

By Col J. van der Walt, SSO Peace Support Operations UN, and Capt (SAN) C.H. Ross, SSO Peace Support Operations Non-UN, Joint Operations Divisional Headquarters

The Minister of Defence remarked in the DOD's Annual Report of the past year that the "DOD intensified its efforts to promote security, peace and stability on the African continent in support of the New Partnership for Africa's Development (NEPAD)". This is also evidenced by the continued deployment of members of the SANDF to peace missions, among others, in the Democratic Republic of Congo (DRC) and in Burundi. The Minister also expressed his pride in "the role the DOD played in participating in the establishment of the structures of the African Union (AU), especially in the role South African Developing Countries (SADC) has to fulfil through the African Standby Force." He added that we will continue to hold the view that conflict situations should be resolved through peaceful means.

The year 2004 saw South Africa celebrate 10 years of democracy with much festivity and fanfare, and rightly so, as South Africa has made much progress on various fronts, none more so than in Defence. A significant milestone that passed without much celebration and fanfare was the fact that the South African National Defence Force (SANDF) celebrated 5 years of participation in international peacekeeping missions.

In April 1999, South Africa hosted the second SADC peacekeeping capacity building exercise, Exercise BLUE CRANE at the SA Army Combat Training Centre. On completion of the exercise staff officers at the Joint Operations Division realised that South Africa would become involved in international peace missions sooner than later. In anticipation of this, the first Military Observers (MILOBs) training course was presented. In view of the events that followed, this was shown to have been the correct decision.

At the time fierce fighting, was the order of the day in the Democratic Republic of Congo (DRC), formerly Zaire, with a number of neighbouring countries being involved. Concerted efforts were successful and led to the signing of the Lusaka Peace Agreement, which paved the way for the establishment of the United Nations Organisation Mission in the Democratic Republic of Congo (known by its French acronym MONUC). Phase 1 of the MONUC deployment required the deployment of a Capital Liaison Officer to the capitals of all the countries that were involved in the war in the DRC. The United Nations Department of Peacekeeping Operations (UN DPKO) requested South Africa to deploy an officer (rank level Colonel) to Kampala, the capital of Uganda. South Africa accepted the invitation and on 5 September 1999, Col Hans Swart deployed as the first member of the SANDF to participate in an International peace mission. South Africa remains responsible for this post and the fifth officer is currently deployed.

Notwithstanding the Harare declaration, the peace process moved slowly ahead and in early 2000 South Africa was requested by the UN DPKO to contribute certain specialist elements in support of MONUC Phase 2. A number of general officers visited the United Nations where they were briefed on the concept of operations and received a crash course in United Nations peace missions. Deployment of the specialist elements required the procurement of non-military equipment. These were identified and the procurement process was initiated. The first item was the mobilisation of the specialist teams comprising 6 air cargo handling teams of eight members each, two airfield crash rescue and fire-fighting teams of seven members each, an aero-medical evacuation team comprising six members and a command and support unit of 20 members took place at Walmannsthal. A United Nations Training Team (UNTAT) assisted with the mobilisation and the contingent was ready to deploy.

Compliance with the Lusaka Peace
Agreement and the Harare Declaration was slow and the deployment of the specialist contingent was placed on hold. August 2000 saw a revision of the deployment of the specialist contingent and a second mobilisation took place at the Mobilisation Centre at Bloemfontein. Once again, the deployment was placed on hold.

During the same period, the Organisation of African Unity (OAU), now the African Union brokered a cessation of hostilities between Eritrea and Ethiopia with the signing of a cessation agreement in July 2000. This led to the establishment of the United Nations Mission in Eritrea and Ethiopia (UNMEE) and the Organisation of African Unity Liaison Mission in Eritrea and Ethiopia (OLMEE) to monitor compliance with the cessation of hostilities. The cessation of hostilities was followed up with a signing of a formal ceasefire agreement in December 2000.

UN DPKO requested South Africa to deploy three staff officers (an Operations Plan Officer, an Information Officer and a Warrant Cell Warrant Officer) and two MILOBS in support of UNMEE. At the same time, the OAU requested South Africa to deploy two staff officers (a Capital liaison officer in Addis Ababa and a liaison officer in OLMEE headquarters in Asmara), South Africa honoured the requests and the personnel were deployed in December 2000.

In January 2001 South Africa participated for the first time in the revision of the United Nations Manual on Policies and Procedures Concerning Reimbursement and Control on Contingent Owned Equipment of Troop Contributing Countries participating in United Nations Peacekeeping Missions, commonly referred to as the COE Manual. This reflects the rates at which troop-contributing countries are reimbursed for the major equipment deployed and the ability to provide self-sustainment during deployments in support of United Nations Peacekeeping Operations. Captain (SAN) Charles Ross represented South Africa.

The Assassination of President Laurent Kabila in January 2001 placed renewed pressure on the United Nations to expedite the implementation of MONUC Phase 2. South Africa was requested to deploy the specialist element urgently, this element was now referred to as the South African National Defence Force Specialist Contingent (SANDFSPÉCC). A third mobilisation took place at the SA Air Force Gymnasium in March 2001. South Africa sent a small team to the United Nations Headquarters in New York to negotiate the first Memorandum of Understanding (MOU) with the United Nations. The team comprised Messrs Bereng Mitmikulu (team leader), Schalk McDuling and Banie Engelbrecht who was represented the Secretary of Defence, while Captain (SAN) Ross represented the SANDF.

MONUC required the aero-medical evacuation team to deploy as a matter of urgency and along with a small advance team from the Command and Support Unit departed for Kinshasa on 5 April 2001. This was the first element of the SANDF formed to deploy in support of an international peace mission and was under the command of Col Eddie Mahlobo. The rest of the contingent was airlifted by United Nations chartered flights and was to be fully deployed by end of April 2001. Operation MISTRAL became a reality. A number of staff officers posts were allocated to South Africa and these were staffed with identified personnel who deployed for 10 months.

No sooner had SANDFSPÉCC deployed than South Africa was requested to lead the planning for the deployment of a military force to Burundi to support the Arusha peace agreement. The primary function of the military force would be to provide very important person (VIP) protection to the returning leaders to participate in the Burundi transitional government. Maj Gen Jan Lusse and Col Johan van der Walt facilitated the planning of the combined force, comprising Ghana, Nigeria, Senegal and South Africa. Following the acceptance of the proposed plan by the ministers of defence of the countries involved, 43 SA Brigade Headquarters was tasked to prepare for the deployment to Burundi, and to be in place to commence with the primary task by 1 November 2001. Operation FIBRE was officially registered. As the deployment to Burundi was a South African deployment, deployment of all personnel and equipment had to be arranged at very short notice.

The charter of strategic airlift aircraft was a new experience and Boeing 747, Antonov 124 and IL 76 aircraft were obtained to transport personnel and equipment to Burundi. The South African Protection and Support Detachment (SAPSD), commanded by Brig Gen Kobe, was able to commence with the primary task in Burundi on 1 November 2001.

At the same time, the first rotation of personnel deployed in Operation MISTRAL took place in October 2001 while the staff officers and military observers deployed in Operations EXPRESSO were rotated during November and December 2001. During the rotation of personnel of Operation EXPRESSO South Africa were was allocated two additional Military Observers posts increasing the total deployed in support of UNMEE to seven.

In November South Africa provided a member as part of the OAU team to the Comoros to oversee the collection of weapons on the island Anjouan. The first deployment of Operation TRITON. This was soon followed by the deployment of four members to be part of the OAU Mission in the Comoros (OMIC) as part of Operation TRITON I. South Africa provided the team leader, Lt Col Charles Payne. The team returned to South Africa in January 2002. (Part II will be published in the April 2005 edition of SA SOLDIER.)
Empowerment programme for PSAP

Compiled by Mr Billy Maesela and Phillip Tsoari from Directorate Career Development
Photo: F Sgt Amelda Strydom

The Empowerment Programme is a career development programme that was initiated by the Directorate Career Development for Public Service Act Personnel (PSAP) in 2001. The Empowerment Programme in essence is an Affirmative Action Programme designed to assist the designated PSAP (cleaners, messengers, food handlers, stores assistants and gardeners) on salary levels 1 to 4 to gain training and practical experience in the administrative environment by means of detachment.

Directorate Career Development (PSAP) determined that there were PSAP with good qualifications (Grade 10-12, national diplomas and degrees) who were “stuck” in salary levels 1-4 in occupational classes such as cleaners, messengers, stores assistants, food service aid workers, laundry workers and gardeners. These employees had little chance to be staffed in other occupational classes, such as personnel officers, secretaries, typists, administration and registry clerks, owing to lack of relevant experience. In terms of the CORE and specific requirements of advertisements for vacancies for secretaries, typists, personnel officers, registry clerks, administrative and provisioning clerks, these designated employees had little chance of success in their applications for posts.

Employees who have been trained on the programme and who have been exposed to learning experiences in the administrative environment have vastly improved their chances of employment. The experience they have gained during detached duty has definitely promoted their candidature when applying for vacant posts.

Programme conditions and arrangements

There are no financial implications/costs incurred during detachment since the training is voluntary. All the stakeholders (the parent unit, the training unit and the employee) must agree to the detachment and the subsequent training in writing.

The manager or supervisor at the receiving/training unit with the assistance of Directorate Career Development (PSAP) compiles the training programme, monitors the training progress and provides authority for the detachment for a period of three months. An option of renewal of the detachment is possible if there is a need for more training.

It is again emphasised that there is no guarantee for automatic placement or employment on completion of the training. Employees must apply for advertised posts on completion of their in-service training.

Assistance to employees

Directorate Career Development (PSAP) will assist employees in preparing their CVs and applying for better or higher positions when advertised in the Department of Defence (DOD) circulars.

Successes

The pilot project undertaken by Directorate Career Development (PSAP) in 2001 with six PSAP from 68 Air School achieved 100% staffing success. These employees made the transition in occupational class and salary level reflected in Table 1.

<table>
<thead>
<tr>
<th>Race and Gender</th>
<th>Occupational class</th>
<th>Salary level</th>
<th>Occupational class</th>
<th>Salary level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black/Female</td>
<td>Stores Assistant</td>
<td>Level 2</td>
<td>Receptionist</td>
<td>Level 4</td>
</tr>
<tr>
<td>Black/Female</td>
<td>Food Service Aid</td>
<td>Level 2</td>
<td>Personnel Officer</td>
<td>Level 6</td>
</tr>
<tr>
<td>Black/Female</td>
<td>Food Service Aid</td>
<td>Level 2</td>
<td>Administrative Clerk</td>
<td>Level 6</td>
</tr>
<tr>
<td>Black/Female</td>
<td>Cleaner</td>
<td>Level 2</td>
<td>Administrative Clerk</td>
<td>Level 5</td>
</tr>
<tr>
<td>Black/Female</td>
<td>Cleaner</td>
<td>Level 2</td>
<td>Secretary</td>
<td>Level 6</td>
</tr>
<tr>
<td>Coloured/Female</td>
<td>Cleaner</td>
<td>Level 2</td>
<td>Administrative Clerk</td>
<td>Level 4</td>
</tr>
</tbody>
</table>
Directorate Career Development (DCD) (PSAP) has received many testimonials from employees who have completed the programme and have been successful in their application for higher post. One such testimonial reads:

“During January 2001 I heard about the Empowerment Programme from Mr Maesela at Directorate Career Development (PSAP) and decided to apply because I had a Standard 10 (Grade 12) and for four years had been working as a cleaner on salary level 2. I had little chance for advancement, but always believed that I had the potential to excel in an administrative job. I contacted Dr Kasselman and was assisted to complete the necessary forms. DCD (PSAP) also helped me to update my CV. My application was successful and I started my training at DCD (PSAP) in the Armscor building during a three month detachment. On completion of my training Mr Maesela again assisted me to apply for a vacant post that was advertised in the DOD circulars. I am very proud to report that I was successful in one of many applications and was appointed as an Administrative Clerk Grade 2 on salary level 5. The Empowerment Programme has given me the opportunity to actualise my potential and has changed my life for the better - Ms M. Maledi.”

Table 2 (above) gives a statistical overview of the accomplishments of the Empowerment Programme up to 31 December 2004.

**Challenges**

Directorate Career Development PSAP) is utilising the Empowerment Programme with great effectiveness in taking up the following challenges:

- Department of Defence Instruction 1/98 (Policy on Equal Opportunity and Affirmative Action), paragraph 8.a has an objective: “to ensure that proactive measures are taken to create a DOD, which is broadly representative of the population it serves.”
- In addition, the DOD’s HR 2010 strategy also advocates for the right person to be in the right post by the year 2010.

**Interested in joining?**

Anyone interested in participating in this programme or who needs more detailed information may contact Mr Billy Maesela at tel no: (012) 392 2511 or Mr Phillip Tsoari at tel no: (012) 392 2493.

Front, fltr: Mabel Monyai and Leah Mohlahlana, both trainees at CMIS MOD.
Back, fltr: Carol Sibande (previously a trainee now staffed as a registry clerk at CMIS MOD), Lydia Mdlane (a trainee at CMIS MOD), Margret Msiza (previously a trainee now staffed as a registry clerk at the Secretary of Defence), Stephina Makopo (previously a trainee now staffed as a registry clerk at CMIS MOD), Paulina Mabuya (previously a trainee now staffed as a registry clerk at CMIS MOD), Joice Phathela (a trainee at CMIS MOD) and Maria Mudau (a trainee at CMIS MOD).
Give proper support to members with disabilities

By S Lt Donovan Naidoo, Navy Office

In ten years of Democracy - nothing for us without us.' This was the provocative statement put forth to people with disabilities by Brig Gen Amos Somdaka, Director Equal Opportunities Policy and Plans, in his opening speech at the International Day for People with Disabilities held at Naval Base Simon’s Town on 3 December 2004. The essence of the messages that emanated on the day was that together with the legislative acts prescribed, it was the responsibility of persons with disabilities to educate and sensitise those around them about their rights and special needs. According to Brig Gen Somdaka the future plan of the Equal Opportunities Chief Directorate is to take the programme to other regions to celebrate with our fellow colleagues with disabilities.

The programme underpinning the day was made possible by the collaboration between R Adm (JG) John Barker, Director Naval Personnel, and R Adm (JG) Koos Louw, the Flag Officer Commanding Naval Base Simon’s Town, and Ms Antina Hlabela, the then Acting Deputy Director Disability Equity, from the EOCD Disability Equity Section.

V Adm Johan Retief, the then Chief of the SA Navy, graced the proceedings with his presence and indicated his complete support for people with disabilities in the organisation. He said that the sentiments expressed during the opening speeches of Brig Gen Somdaka and R Adm (JG) Louw were that the emphasis was on people with disabilities making themselves heard and also providing input into their own career planning and future in the SANDF/DOD.

The programme commenced with a tree planting ceremony in which Ms Helena Retief, the wife of V Adm Retief, was called upon to plant the first tree. This was followed by various other members from the Equal Opportunities Chief Directorate and fellow members with disabilities. This momentous event was a nostalgic gesture towards the growing relationship between persons with disabilities and able-bodied members of the SANDF/DOD.

Given proper support and nurturing, people with disabilities, like the planted trees, can grow to be pillars of strength and support in our organisation. After the tree planting ceremony the guests, who consisted of able-bodied members and people with disabilities, were treated to tea and light refreshments at the Admiralty House in Simon’s Town.

Thereafter the guests were afforded the opportunity to whiz around Simon’s Town harbour on board the SA Navy’s utility support vessel, “Leecat”. The overwhelming but refreshing spray of the ocean provided an invigorating contrast to the sweltering heat of the midday sun. The ecstatic facial expressions of those who had been out to sea for the first time in their lives was a heartening sight to everybody in the vicinity. The experience prodded the able-bodied to ponder on the plight of those less fortunate than themselves. The actualisation of humanity became a realisation to both able-bodied people and those with disabilities.

Then all the guests participated in an array of potted sports at Naval Base Simon’s Town sports ground. The teams comprised both able-bodied members and people with disabilities demonstrated a perfect display of support for people with disabilities. The able-bodied members had a chance to witness the challenges faced by our fellow members with disabilities while the limitations of the latter failed to deter their determination to celebrate this auspicious day.

The day was concluded with a luncheon at the Officer’s Mess. The programme had definitely accomplished significant objectives. Members with disabilities were celebrated for their persistent dedication to the organisation, while the able-bodied members got an opportunity to spare a thought for our friends, colleagues and comrades who we so often take for granted.

Brig Gen Somdaka, Director Equal Opportunities Policy and Plans, and Ms Antina Hlabela, the then Acting Deputy Director Disability Equity, planting a tree at the Admiralty House.
Alcohol abuse

By Ms Lynette Kleynhans, a social worker at Military Psychological Institute
Photo: F Sgt David Nomthongwana

Sick and tired of hearing about drinking and driving? Then consider the next question carefully in relation to yourself and/or maybe a colleague:

Did you know that if you have drunk five or more drinks at one go on five or more days in the past thirty days, you are identified as a heavy drinker.

In the event of becoming drunk even once, brain cells are damaged to the extent that they cannot be healed or replaced, and they die. Just imagine the damage when you get drunk repeatedly.

Another danger in drinking frequently is that alcohol has a chemical effect, as a result of which the body gets used to the alcohol. You then need more alcohol to give you the same effect. This is known as tolerance. In other words, the more you drink the more alcohol you want.

Alcohol, however, does not impact on the body alone; it affects one’s behaviour too. At some stage when a person drinks too much repeatedly, social problems will develop. Family and friends start to complain about the person’s behaviour, financial problems gradually develop and physical illness can occur.

At the workplace productivity is gradually and subtly compromised. When the drinker is at work he or she completes work with less speed, accuracy and efficiency. The decrease in productivity becomes more visible when the drinker stays away from work more frequently.

Initially some members try to protect their colleague by doing his work for him. At some stage the colleagues become unhappy about doing the extra work. If the section head does not address this, low morale and conflict may develop in the section. If the problem is not addressed, it can also contribute to the creation of an unsafe working environment.

The above behaviour patterns and effects are visible long before the illness of alcoholism is diagnosed. The following diagram explains how alcoholism develops from not drinking at all, to abusing alcohol, finally leading to alcoholism: non-drinker - moderate drinker - social drinker - abuser - chronic drinker - alcoholic.

The person with the drinking problem often cannot see the consequences of his behaviour and will continue to deny them. Not only the person but also colleagues and even organisations often do not see the problem developing. We all tend to think of a heavy drinker or an alcoholic as someone who has already lost his job owing to alcohol abuse - the drunk at the side of the road - not someone who still comes to work. The person in serious need of help may, however, be the one working in the office next to you, or the one driving "social" after work or my colleagues arranged a social event or I need to relax or work hard, play hard!

But what should you do in the event of discovering or suspecting a colleague is abusing alcohol? We recommend that before you do anything you first speak to your unit social worker, or a member of the multi-professional team. If you feel that the person may be compromising safety at the workplace, immediately report your suspicion to your safety representative. Remember, you are responsible for your safety and the safety of colleagues at work.

But watch out! Do not look at others only. Consider your own behaviour for a moment. Is it possible that your own drinking behaviour is becoming problematic to you, to someone else or the SANDF?

To assist you to use alcohol responsibly we wish to challenge you to keep to the following safe drinking practices:

**Challenge**

- Drink moderately - space drinks with at least one hour between drinks.
- Drink non-alcoholic drinks in between alcoholic drinks.
- Eat before and while you drink.
- Drink your alcoholic drink slowly.
- Do not mix the types of drinks you take.
- Do not drink to solve a problem.
Participate in the future of your training

By Lt Col Paula Cronjé, Joint Training

Recognition of prior learning is broadly stated in the National Standards Bodies regulation No 18787 of 28 March 1998 as "the giving of credits to what learners already know and can do regardless of whether this learning was achieved formally, informally or non-formally".

The concept of recognition of prior learning (RPL) was initiated to support the transformation of the education and training system by redressing past educational barriers to learning and assessment. A key aspect for the DOD is to meet the challenges of social, economic and human development while at the same time contributing to the overall development, quality and integrity of the National Qualification Framework (NQF). RPL is placed within a framework for the enhancement of lifelong learning.

Education and Training Quality Assurance bodies and their constituent providers must commit to the principles of access and redress and develop context-specific plans to make this possible. One of these plans can be the implementation of RPL processes.

RPL in the DOD shall be implemented as stated by the South African Qualifications Authority (SAQA): "There is no fundamental difference in the assessment of previously acquired skills and knowledge and the assessment of skills and knowledge acquired through a current learning programme". The candidate seeking credits for previously acquired skills and knowledge must still comply with all the requirements as stated in the unit standards and qualifications. The credits awarded to candidates through the process of RPL are national credits and therefore equal in value to candidates achieving standards through learning programmes. The difference lies in the route to the assessment.

ETD providers within the DOD must be accredited with a relevant Education and Training Quality Assurance body to be able to execute the RPL process and anyone assessing for RPL purposes shall be a registered assessor and subject specialist in the specific field.

The purpose of the RPL process is to recognise experiential learning as a valid form of learning at an appropriate level and to affirm that learning has taken place through valid and reliable assessment. The process of RPL is all about the following:

- Identifying what the candidate knows and can do.
- Matching the candidate’s skills, knowledge and experience to specific standards and the associated assessment criteria of a qualification.
- Assessing the candidate against those standards.
- Crediting the candidate for skills, knowledge and experience built up through formal, informal and non-formal learning that occurred in the past.

During the RPL process, experience is not assessed, but the learning that took place. Learning is assessed to establish whether candidates are currently competent in the following:

- Foundational competence. Understanding of what they are doing and why they are doing it, in other words what theoretical knowledge they have.
- Practical competence. The ability to perform a set of tasks and making decisions.
- Reflexive competence. Their ability to integrate or connect their knowledge and skills so that they earn from their actions and are able to adapt to changes and unforeseen circumstances.

- Applied competence. How they put their knowledge into practice. RPL is done against unit standard based qualifications, as well as against the outcomes of whole qualifications. Providers will have different strategies in implementing RPL, which will closely link to the target group.

The RPL service must be incorporated or implemented in the existing ETD processes, structures and procedures that pertain to assessment. The principles of assessment namely fairness, validity reliability and practicability also apply during assessment for RPL purposes.

It is the candidate’s responsibility to identify his or her prior learning and show that it matches the outcomes of the specific programme leading to a qualification. The candidate must prove that he or she learnt what he or she claims to have learnt. Evidence submitted as proof must be reliable, valid, sufficient, authentic and, most of all, prove current skills.

The purpose of RPL could include access and appropriate placement at a particular level of a department or institution, granting advance status, crediting and certifying of learners for parts of or the whole qualification.

Key personnel involved in RPL must provide a holistic, learner-centred RPL service. The tasks of advising, evidence facilitation and assessment are critical and distinctive in the provision of RPL services to the candidate. For effective RPL assessment it is essential to use experienced and qualified assessors, preferably those who are also registered against the unit standards for "Design and Develop Assessment" and "Moderation Assessment", as well as "Facilitate the
**Preparation and Presentation of Evidence for Assessment**. Assessors also need to develop skills in self-awareness, sensitivity and the ability to know and manage one’s own biases.

Evidence facilitation is part of the pre-assessment stage of the RPL process, and consists of:

- Provide information to candidates about assessment in general and their assessment in particular.
- Advise and support candidates to prepare, organise and present evidence.
- Evaluate and give feedback on candidates’ evidence.
- Recommend top-up training if necessary.

A credible quality assurance system proposes the standards for effective management, implementation, moderation and review of all assessment services. RPL assessment is subjected to the following principles:

- Credible assessment.
- The quality of evidence.
- An assessment planned and designed on the basis of understanding the requirement of the unit standard, part qualification or whole qualification.
- The use of various methods and instruments.
- The requirement for a credible assessment process.
- Moderation and quality assurance of assessment.

Evidence can be presented in many ways, eg demonstration of skills, examples of work done, assessment results and testimonies and a combination of the above.

A portfolio of evidence is one of the ways in which candidates can present their evidence in an organised and concise manner. It is a file or folder of information that describes the relevant experience, identifies and analyses your learning achievements and provides proof in the form of documents that you do have the skills, which you claim. The portfolio method may become most useful to assist candidates in developing a holistic and well-rounded picture of themselves, their careers and their lifelong learning achievements.

The portfolio must adequately identify or describe the relevant learning accomplishments (knowledge, skills, competencies and abilities). It shows a correspondence between learning achievements and the requirements of the course or learning programme, and verifies these learning accomplishments with supportive documents.

The cost of developing a system and the necessary capacity to support the system are not unlike the costs of developing a new learning programme. Costs calculated for RPL should be based on the service performed in the process and not the number of credits awarded. No cost shall be claimed from candidates doing RPL at a DOD ETD Provider.

The SA National Defence Force College of Educational Technology (SANDF COLET), as an accredited provider, has implemented a RPL process that can recognise prior learning by quantifying the learning in terms of credits in ETDP related NQF unit standards. For further details contact the SANDF COLET Team at tel no: (012) 654 4051.
Col Belinda Martin of the Reserve Force Division is firstly a grass-roots woman - she was born in a township south of Johannesburg, then called Kliptown, now Eldorado Park. She is a woman with a very small heart, in that she hates human suffering, humiliation, degradation, inequality and discrimination. That is precisely, as she states, what made her a fierce fighter against the regime of apartheid.

She was detained and kept in solitary confinement and tortured in John Vorster Square in 1975 during the clampdown the South African students’ organisations and their affiliates. She was a computer programmer and was studying for her degree in social work at Unisa at the time of her arrest. Nothing dampened her spirit, not even torture, and that dark cell became her university of struggle against injustice.

On her conditional release she fled into exile along with her other comrades, most of whom were later killed by the special branch and boss agents. She especially remembers Jewel Paile.

Her spirit of defiance comes from many role models she has had in her life. In the first place there was her mother and father, then her two grandmothers, Ettie Tshabalala and Dorothy Fisher, a Zulu woman and a Griqua respectively. They were very tall, very large women who feared nothing.

Then her political role models and women in whose footsteps she always wanted to follow were Ruth Mompati, Mittah Siperepere, the late Dulcie September, Zanele Mbeki, the late Florence Mophosho, Lindiwe Mabusa, Sophie Williams de Bruyn, Brigallia Bam, and Maj Gen Jackie Sedibe (Ret). These women played a very important role in moulding her politically.

Then there were great men like Oliver Tambo, Thomas Titus Nkobi, Kay Moonsamy, Wolfie Kodesh and President Thabo Mbeki, who continue to be a beacon in her life and help shape her visions for a free and democratic South Africa.

Maj Gen Vejaynand Ramlakan, the former Inspector General DOD, Maj Gen Mokhethi Radebe, Chief Director Military Health Force Preparation, and Brig Gen Pieter Oelofse, Director Medicine, who were her mentors, helped mould her military career in the SANDF. She says that there are many wonderful and open-minded men, such as Col Jock Stenhause and Col Jan Smit of the SAMHS. These were men from whom she could learn and who deepened her compassion for people. Col Martin was appointed the first female commander of the June 16 Detachment in her former force by the then Commander-in-Chief of MK, the late former Minister of Defence, Mr Joe Modise. She remembers clearly the day she alighted from the flight at Dar es Salaam. There she first met Maj Gen Jackie Sedibe, and what surprised her was the huge truck the General was driving. It was not usual for women in
South Africa to drive trucks, let alone a military truck. Col Martin commanded men in her detachment, and was never downgraded in her former force by virtue of her gender. If it happened, she would have known how to deal with such issues.

Behind the hearty laugh that baffles people Col Martin is a deep thinker and analyst who needs enough space to make her inputs, which is a very difficult task in a male dominated environment, such as the SANDF. However, she always manages, if not through dialogue, then through her poetry to express her visions and feelings about the reality of people and life in general. Her poetic excellence comes from being mentored by people like Ronnie Kasrils and Don Mattera who themselves are poets. Another woman, a visionary who also inspires her, is Gcina Mhlope. Col Martin says that she has never been an "A" student and all her achievements have always been through extremely hard work. To her life is a daily challenge, and she has proved that by moulding a positive mind and a healthy heart, having a positive attitude towards others and not being a threat to anybody's space and environment, any person can move mountains and break personal barriers.

Her colleagues in the SANDF can bear testimony to the fact that when on course, she wakes up at 02:00 in the morning to study, is ready for breakfast at 06:30 and at 08:00 is ready for any exam, which she always passes. Only through hard work, and not at all through being a genius, which she does not regard herself as, has she been successful. She is a hard worker, and this comes from what her mother always told her, viz that hard work has never killed anybody, and one should never look down on people, because you never know when that beggar in the street might one day come to your rescue.

She has thus far achieved, besides successfully completing all her military and functional courses, and a performance excellence course, her certificate in internal auditing at the Pretoria University, and hopes to complete the rest of the course as this is an absolute necessity for the SANDF to have auditors who can advise senior management on the performance and management of structures in the DOD. What are her views about the transformation in the DOD - she views this in a very serious light and straightforwardly states that a building cannot be restructured on a rotten foundation; if it has flaws, it should be rebuilt.

Col Martin believes that the SANDF is at a turning point in the world, and it is high time that the role and function of women in the DOD should be viewed in a new light, taking into account the historical role women have played in shaping this new democracy. She believes that women have to take their rightful place in the highest decision-making structures of the SANDF and the DOD as a whole. She believes that civil society, which bears the brunt of war, has an important role to play in making an input into what kind of a defence force it would like to see. The dictates of civil society should be formulated in strategies and policies. (Compiled by the Visionary-poet-soldier)
Military Equal Opportunities Climate Survey

By Col Snowy Moremi, SSO Research

The Equal Opportunities Chief Directorate (EOCD) has been monitoring the equal opportunities (EO) climate annually since 1997 by means of a structured questionnaire. The aim of the research, which is conducted by the Inspector General’s Centre for Effect Analysis at the request of the EOCD, is to identify trends occurring in the perceptions of DOD members on issues pertaining to equal opportunities, inter alia, affirmative action (AA) and racism. The Chief Directorate takes the results of these studies into account in the planning and development of equal opportunity interventions. These results were presented to both the Human Resource Staff Council and the Plenary Defence Staff Council (PDSC).

In addition to the quantitative data that is gathered by means of the annual EO climate survey, the EOCD also conducts focus group research as a follow-up measure. The data that is gathered during focus group research is of a more qualitative nature and enables the EOCD to determine specific fears, opinions and perceptions on issues pertaining to equal opportunities.

Climate survey

The population for the 2003 Military Equal Opportunities Climate Survey study consisted of the Regular Force component of the DOD, but civilian members in post levels 1 - 3 and members of the Auxiliary Service were not included in the sample. A total of 2 307 completed questionnaires were received and the sample characteristics indicated that the sample was fairly representative of the DOD population.

Five independent variables (service/division, gender, population group, rank group and former force) were examined to determine the effect of these variables on the dependent variables (the eight themes indicated below). Changes in the perceptions of the respondents within each subgroup of the independent variables over time (eg from 1999 to 2003) were also examined.

The eight themes were the following:

- **Theme 1:** Perceptions on the potential success and value of affirmative action within the DOD.
- **Theme 2:** Perceptions on the potential threats of affirmative action within the DOD.
- **Theme 3:** Perceptions on lack of representation among leaders in top positions within the DOD.
- **Theme 4:** Perceptions on the availability of equal benefits to all members within the DOD.
- **Theme 5:** Perceptions on the availability of fair and equal career opportunities within the DOD.
- **Theme 6:** Perceptions on the existence of discrimination based on differences among members within the DOD.
- **Theme 7:** Perceptions on the existence of racial tension/racism within the DOD.
- **Theme 8:** Perceptions on the availability and an understanding of affirmative action within the DOD.

Results

The results may be summarised as follows, with graphics depicting the “agree”, “neutral” and “disagree” responses for the years 2001, 2002 and 2003:

**Theme 1:** Perceptions on the potential success and value of affirmative action within the DOD.
- 55.2% agreed on the potential success and value of affirmative action within the DOD.
- 22.9% disagreed.

**Theme 2:** Perceptions on the potential threats of affirmative action within the DOD.
- 29.9% of the entire sample agreed that affirmative action poses a potential threat within the DOD.
- 40.7% disagreed.
Theme 3: Perceptions on lack of representation among leaders in top positions within the DOD.
- 54.7% agreed that equal benefits for all members are available within the DOD.
- 29.0% disagreed.

Theme 4: Perceptions on the availability of equal benefits to all members within the DOD.
- 40.1% agreed that equal benefits for all members are available within the DOD.
- 29.0% disagreed.

Theme 5: Perceptions on the availability of fair and equal career opportunities within the DOD.
- 44.9% did not have the perception that fair and equal career opportunities were available within the DOD.
- Only 26.8% agreed with the theme.

Theme 6: Perceptions on the existence of discrimination based on differences among members within the DOD.
- 46.8% agreed that DOD members are discriminated against because of racial, gender and other differences.
- 23.2% disagreed.

Theme 7: Perceptions on the existence of racial tension/racism within the DOD.
- 58.2% agreed that racial tension/racism exists within the DOD.
- 17.6% disagreed.

Theme 8: Perceptions on the availability and an understanding of affirmative action within the DOD.
- 56.7% agreed that information was available and that there was an understanding of affirmative action within the DOD.
- 22.9% disagreed.

Deductions (Positive Trends)
An increasing percentage of respondents that agree that AA will succeed and has a potential value within the DOD (44.4% in 1999, 55.3% in 2000, 55.0% in 2001, 58.7% in 2002 and 55.2% in 2003).

Deductions (Negative Trends)
Participants still have a high awareness of the existence of racial tension and racism within the DOD (51.1% in 1999, 64.3% in 2000, 58.4 in 2001, 56.5% in 2002 and 58.2% in 2003).

A greater percentage agrees that discrimination based on individual differences occurs within the DOD (31.3% in 1999, 43.9% in 2000, 44.7% in 2001, 44.9% in 2002 and 46.8% in 2003).

A greater percentage also believes that fair and equal career opportunities do not exist within the DOD (33.6% in 1999, 41.1% in 2000, 46.2% in 2001, 46.9% in 2002 and 44.9% in 2003). 5 out of 6 surveys - predominant issue.

A greater percentage believes that leaders in top positions are not adequately representative (45.7% in 1999, 54.8% in 2000, 56.0% in 2001, 55.8% in 2002 and 54.7% in 2003).

Recommendations
Focus groups should be conducted in order to determine the members’ concerns about the issues raised.

Sensitisation on EO/AA issues should be intensified, especially among the lower ranking members who are the most aggrieved (2002 and 2003 surveys). Services and divisions should undertake follow-ups regarding issues laid out in the survey.
The gateway to fitness

By Brig Gen Lindile Yam, Director PTSR

The SANDF’s Directorate Physical Training, Sport and Recreation is a complex organisation, charged with the mammoth task of executing the mandate of fitness through physical training, sport and fun to influence the psychological environment through recreation.

The Directorate Physical Training, Sport and Recreation (DPTSR) is thus responsible for ensuring compliance with the ministerial mandate and that of the Chief of the SANDF.

The main challenge is to operationalise the already existing fragmented relations of SANDF sports codes with their federations. This cannot be done without bonding with the country’s national authorities, such as the South African Sport Commission. The physical shape and thus combat readiness of our soldiers (male and female) leave much to be desired and as such we had to revisit the fragmented policies in respect of physical training. The recreational environment has brought about new dynamic lessons, both inside the country and concerning the peacekeeping missions of externally deployed troops.

It is the financial aspect, especially after the introduction of voluntary subscriptions for sport and the ever thinning sport budgets within the SANDF, that has proved to be a constant headache, and innovative strategies have therefore to be found.

The budgets of commanders, especially at level 3 and 4, have been under immense pressure in terms of recognising and promoting sport and recreation as a component of force preparation within what these commanders regard as their core business. It is thus the duty of DPTSR to share, with the SANDF community, the gigantic steps taken to meet these challenges to keep the light shining.

The aim of this article is to share with the SANDF community some efforts taken by DPTSR to meet its mandate to ensure that sport is practically conducted to address some training aspects, implement the Chief of the SANDF’s intention and keep the SANDF on the South African and international sporting map.

The leadership projected and mass participation

Decision on compulsory participation in sport. The Minister of Defence is mandated, in accordance with the stipulated section 87(1) (A) of the Defence Act (Act No 44 of 1957) to promote sport and create participation opportunities as an integrated part of the force preparation and force maintenance process. This has been confirmed by the Chief of the SANDF’s mandate as seen in the General Regulations for the SANDF and Reserve, Chapter ix, part five, which mandate the Chief of the SANDF to approve sports codes, which shall be regarded as part of training.

In compliance with these, the Minister of Defence issued the following guidelines for 04/05: That the Chief of the SANDF will be involved in supporting the development of our people by means of sport, and that the SANDF must be involved in pre and post-conflict environments in Africa to sustain peaceful efforts through sport.

The Chief of the SANDF, in his guidelines to the chiefs of the Services and Divisions, simply instructed that he wanted a fit military force.

These dynamic guidelines therefore ensured a lot of activity at the Surgeon General’s level by DPTSR this year. The Chief of the SANDF and his Military Council (MC) provided much visible leadership that ensured very significant approval of extremely important submissions as from 2003. These will be mentioned in the next paragraph. It is important to spell out chronologically all the MC approved submissions since 2003 and how they influenced each other.

A submission was made to the MC on 3 February 2003 for the reconsideration of compulsory participation of all uniformed members in sport in the SANDF. This would have compelled members to continue paying subscriptions as well. The aim was to ensure mass participation without personal option in order to meet the required mass physical combat readiness. A comprehensive legal response to this, drawn up by Col P.D. Mardon, advised against this move and DPTSR thus went back to the drawing board.

The Chief of the SANDF’s intention that sport should address the training aspect and allow for mass participation therefore remained and had to be complied with. DPTSR then prepared option 2 of the initial presentation, which was based on some sports codes being formally recognised as part of training in the SANDF, and considered for funding under the provisions of General Regulation Chapter vii, Regulation 3(3). The following decisions were then taken by the MC on 3 May 2003:

That the following sports codes be recognised as part of training: Military pentathlon, naval pentathlon, swimming, parachuting, shooting (practical shooting, pistol shooting, bisley shoot-
ing, clay target shooting, combat rifle shooting and small bore shooting), combat walk (marching), combat sport (karate, boxing, judo, taekwando and wrestling).

Option 3 was also considered: That Physical Training (PT) periods allocated weekly in HQ type establishments may be used for compulsory participation in sport by the commanders. This is not applicable to training and deploying units. The latter are still required to use their three 40 minute PT periods per week. The commanders may then use their discretion with regard to recreation days. This will not necessarily sustain mass participation, but is meant to increase interest and expose talent for members to start joining sports clubs and pay subscriptions. In respect to headquarters and other units, members are still expected to ensure that they pass fitness tests.

The non-paying members may participate on compulsory sports days identified by the commanders, but these should not be on Wednesdays. Wednesdays remain for those paying subscriptions and only they still get SANDF sporting opportunities, such as competitive sport at regional, national and international level.

Members must take note that they may only participate on Wednesdays and/or in competitions when these are published in unit standing orders. The commanders are encouraged to promote participation and preparation. Members must also be aware that despite the fact that they pay monthly subscriptions, it is still at the discretion of the commander to release a member, depending on unit commitments at the time.

The implementation of the above does not mean that there is no funding for the other codes. It does mean that commanders have an obligation to ensure the availability of trainers and facilities for these as an integral part of training.

The SANDF Joint PTSR Training Centre under the command of Col D. Theunissen is the Centre of Excellence for producing instructors (trainers) for the different sports codes. It is also the owner of the necessary standardised curriculums.

It is envisaged that all soldiers should be able to swim. They should also be at least involved in one of the shooting disciplines, besides the normal military shooting lessons. It is expected that facilities for these other shooting disciplines will be developed in time to be used to perfect the shooting skills of all soldiers. The units are expected to provide a training facility for military pentathlon enthusiasts and promote it, especially for deploying soldiers and naval pentathlon participants. Each member is expected to be involved in at least one of the hand-to-hand combat sports, and facilities and equipment should therefore be available. It is envisaged that taekwando will in the near future (based on approval by the MC) be singled out for the compulsory training of all SANDF members. A presentation for the approval or disallowance of this will be made to the MC.

**Relations between the SANDF and civil sports authorities**

It is of great importance to mention that all sports codes within the SANDF are affiliated to and abide by the rules and regulations of the respective sports federations.

For this reason DPTSR saw the need to strengthen relations with the South African sporting authorities. A meeting was held which ultimately led to the creation of a joint working committee involving the SANDF, the SAPS and the Correctional Services, to co-ordinate a common approach. Another joint working committee is to be formed between the SASC (head) and security forces.

The SANDF (DPTSR) prepared its concept for an integrated approach to South African sport that focuses on development and presented this to other security forces/services and the South African Sport Commission CEO, Dr J. Phaahla, and his operational manager, Mr Dan Moyo. The approach of the concept was accepted by all these institutions and Lt Col T.C. Khulu (DPTSR) was tasked to lead the SANDF side to ensure a better outcome for the envisaged master plan that is to be led and orchestrated by the South African Sport Commission.

A lot of interaction has taken place since then, and the SASC and the Minister of Sport and even previous Ministers of Sport gave their principled support to the SANDF’s possibly hosting the 2010 Africa Military Games.

One can say now with authority that the SANDF is a major role player in the empowerment of our people through sport. An accelerated effort to give effect to this is now being undertaken.

**SANDF sport in CISM**

The SANDF was admitted to CISM in 1994. CISM refers to the Conference International du Sport Militaire (French) or the International Military Sport Council. It is growing and has 127 member states at the moment. It was formed in 1945 after World War II to promote peace among military institutions throughout the world. It is recognised by the United Nations and the International Olympic Committee.

The SANDF has since been participating in almost all CISM activities, including its Olympic styled World Military Games, which are held the year before the Olympic Games. Each continent is also required to hold its own games every four years. There have been three World Games, the last in Italy (Catania) in December 2003, where ± 87 countries attended. The SANDF became Africa’s Military Sport Champions after the First Africa Military Games in Kenya (Nairobi) held in 2002.

The SANDF is concentrating more of its efforts in the region. It headed the Eastern Southern African Liaison Office (ESALO) until October 2004, when it handed over as per four years’ rotation requirement to Botswana. We have, in August 2004, had the privilege of hosting seven ESALO countries at the ESALO Soccer Championships in Thaba Tshwane in Pretoria, where more than 400 athletes attended, and where Zimbabwe beat Lesotho in the finals to become champions once more. Bi and trilateral games have almost become the norm, as they are annual events for each of these forces. This has contributed to a great extent to fostering good relations between these countries.
By Ms Nicky de Ru, Secretary of the Bloemfontein Defence Force Parachute Club

“Once you have tasted flight, you will forever walk with your eyes turned skyward, for there you have been and there you long to return.”

These words, written by Leonardo da Vinci, were quoted by Col C.N. Mhatu, Officer Commanding 44 Parachute Regiment, at the opening ceremony of the 2004 SANDF Parachuting Championships. 44 Parachute Regiment hosted the Championships at Tempe Airport outside Bloemfontein over the period 29 November to 3 December.

The competition is an annual event, where teams that will represent the SANDF at the national competition are selected from all four services. Judges and jumpers from various SA Army units, the SAMHS, the Special Forces and the SA Air Force entered the competition.

Sport parachuting is divided into different disciplines in which jumpers participate either as individuals or in a team. Bad weather restricted participants to entering only for two disciplines, namely classical accuracy and two-way formation skydiving. In the accuracy discipline a team of four or five jumpers attempts to land on a target. In the senior category the target has a 16 cm diameter and in the junior category the target diameter is 10 m. In the formation skydiving discipline two jumpers, one senior and one junior, attempt to build predetermined formations in free fall.

The gold medal winning team in the category junior accuracy was Aquila, consisting of Maj I. van Rooyen, WO1 G.H. van Rooyen, WO2 W. Krahenbuhl, Sgt J. Matebele and Rfn J.J. Jordaan.

The Pretoria Team was the winning team in the category junior accuracy. The team members were Capt J. Hurter, Lt R. du Plessis, Cpl C. Lottering and Pte E. Titus.

WO2 W. Krahenbuhl was awarded a gold medal as the winner in the individual senior accuracy category, while Pte L.W. Mohlala was the winner of the individual junior accuracy category.

In the category two-way formation skydiving Lt R. du Plessis and F Sgt C. Myburgh walked away with gold medals.

Addressing the participants on the closing day of the competition Lt Col G.M. Guntu from Directorate Physical Training Sport and Recreation urged participants to see sport parachuting as an opportunity to build on the positive image of the SANDF. He stressed the importance of goal setting and that the training of previously disadvantaged members of the forces must be the priority of sportsmen and women in the SANDF.

Maj M. Gopane, Chairperson of the Chief Parachuting Committee of the SANDF, confirmed that a training programme to develop the skills of junior jumpers had been implemented at the 2003 SANDF Parachuting Championships held in Phalaborwa. The success of this programme was reflected in the growing number of junior participants who entered the 2004 championships.

Readers who are interested in doing a sport parachuting course can phone WO1 J. Beukes at the Pretoria Defence Force Parachute Club at tel no: (012) 312 2992 or Ms N. de Ru at the Bloemfontein Defence Force Parachute Club at tel no: (051) 402 6091.

Our skydivers did it again

WO2 Waldo Krahenbuhl doing a tandem jump with a visitor from the USA Army. WO2 Krahenbuhl, who won the gold medal in the senior accuracy competition, was awarded national colours in sport parachuting in 2000 when he represented South Africa at the World Parachuting Championships in Spain. WO2 Krahenbuhl is the Chief Instructor at 44 Parachute Regiment’s Parachute Training Branch. He is qualified as a high altitude low opening instructor and tandem master and has done 2 800 parachute jumps.
Paintball renegades

Article and photos by Cpl Dean Clark, Assistant Chairperson Pretoria Military Paintball Club

Man is faced with his worst enemy, viz an adrenaline filled person on a mission with a paintball marker, creeping through the rough and finding a spot to mark his opponent. Then he fires and his opponent walks off the field with his hands in the air.

In 2004 the Pretoria Military Sports Club (PMSC) acknowledged and authorised the sport of paintball to be recognised as a military sport. The Pretoria Military Paintball Club founded by F Sgt F. Geyser was opened by Brig Gen Du Preez of PMSC for serious paintball business.

The members of the club participate in their sport every Wednesday afternoon after sports parades at their proud home field, which is at Paintball Village in Centurion. They are from various mustering and services in the SANDF and have been participating in the club activities since June 2004. Members of the civilian population have participated with the club on a regular basis in a couple of games.

The members have begun to acquire a reputation at Paintball Village and are referred to as “the military guys”. They have started to bond closely as it is a crucial factor to know the man next to you and trust that he is going to cover you while you run through bushes and have paintballs shot at you while trying to capture a flag that has no apparent purpose, which happens to be the reason why members play paintball.

The sport of paintball is an exciting and adrenaline filled sport in which a group of members get together and play games in a series of scenarios with paintball guns. It is a case of a lot of guts and glory in which the players mark each other any number of times. It was ranked safer than golf in a survey conducted by American Sports Data Inc, so the chance of someone suffering a serious injury is 0.2 per 1 000 exposures.

The sport of paintball is enjoyed recreationally by people of all sectors, whether private, state, young and old, ranging from nine to fifty-five years old and even wheelchair bound persons have been known to participate in the sport.

Members who are not aware of what paintball is all about have sometimes thought that having a paintball shot at you is no fun, yet the members playing the sport have commented that there is nothing better than running around in camouflage and through bushes while dodging paintballs from all directions and still trying to shoot their opponents with their paintball markers while trying to capture a flag.

As Pretoria Military Paintball Club is increasing in size and reputation, plans are being made for the club to participate in upcoming tournaments.

Any enquiries in connection with the Pretoria Military Paintball Club may be directed to F Sgt F. Geyser at Air Force Base Waterkloof at tel no: 672 3341 or Cpl D.A. Clark at 68 Air School at tel no: 672 5127 or email: dean_ore@telkomsa.net.
Checkmate

In chess, the winner is not the participant who played well, but the one who played better. Chess-players' brains, familiar with solving complicated chess positions, are exercised to concentrate on more than one aspect of their game. A player should be a disciplined person, and before each move he or she scrutinises lines, combinations, alternative moves and potential countermoves, positions, how a specific move might influence other key positions, and the safety of his or her own pieces.

The player is used to situations in which he or she stands alone and must "fight, for life or death" to escape a potentially embarrassing position; this in order to develop individual cognitive strategies, and so to function independently.

The game of chess is particularly suited to the acquiring of mental skills and strategies for the resolution of problems. After each move, the proceeding game poses new challenges and new problems which are part of a continuum of creating, designing, and meta-cognitive realising. It is self-evident that chess requires proper planning and objectivity.

Concentration is the most important attribute of any chess-player. Furthermore, it is a player's concentration which is most rapidly honed by the game of chess. Not only is one move contemplated, but five or six in advance! The chess-player's faculties of memory and abstract thinking must be so developed that, after planning, he or she must be able to recall such a sequence of moves should the opponent make the moves anticipated.

The chess-player should never act or even think impulsively, but be guided always by reason. Chess thus becomes a way of life that exercises a definite influence on the disciplined manner of his or her daily actions. Chess-players must be able to transpose their thoughts into the minds of their opponents, to "think" and "reason" the way an opponent thinks and reasons; indeed to think for two persons. All this predisposes the chess-player to concentrate in situations well removed from the "charged silence of the chequerboard".

Chess is recommended as a supplementary training aid in the development of various human skills. It stimulates thought. At chess the player thinks meta-cognitively. Language serves as a medium to arrange one's thoughts, especially in terms of analysing, schematising, synthesising, comparing, and generalising. If a person is unable to organise his or her thoughts, then he or she becomes hidebound, and access to the world of the symbol is rendered inaccessible. Logical thinking and properly ordered thoughts are prerequisites for this, and serve to discipline the mind.

The reasoning and thinking which are realised through chess take place via the medium of language, here expressed in letters, signs, symbols, and figures. This can only be interpreted when it is read and attains meaning. Chess has its own language in the form of notation. To practise that skill promotes non-verbal communication. It also improves abstract thinking, and affords the player beneficial opportunities to understand and remember this "mathematical language". Chess notation includes properly defined terms and exact symbolic representations that are used to make clear and unambiguous communication possible. The chess-player accustomed to chess notation is led to remember the relevant formulae, which imply a unique language containing distinctive symbols and signs. This process is facilitated because he or she is already exercised in more abstract ways of thinking.

Such thinking is directed towards solutions. The implication of that is the development in the player of a strong will to solve problems cognitively. A further inference is that the player with a driven "will to win" has the advantage. These factors promote qualities of pertinacity, perseverance, and positive optimism. The chess-player who plays often is well equipped to apply perceptual and meta-cognitive skills, which are stimulated by chess, to other problematical situations. The game of chess establishes in its participants a stable ability to endure, and a healthy will to fight.

Playing chess elevates one's threshold of patience; not only regarding the exertion of the brain, but the body's strengths are tested to the utmost. During an experiment, for example, the heartbeat of participating chess-players has risen to 160 per minute; this is sure proof of exertion. Mental exertion, which leads to extreme tension, drains the participants of their body strength. Chess-players realise the value of a fit and healthy body, and they usually also participate in some or other physical activity, especially before a big tournament, in order to supply the required stamina for it. Chess teaches the player to bring his or her emotions under control and to channel tension. To achieve this, chess-players should be mentally and physically fit.

In chess one is taught how to apply definite techniques and strategies. Strategy and tactics play a prominent role in the game. Each new move in chess generates creative thoughts: new positions are continually being created and fresh variations considered. The chess-player not only thinks one-dimensionally, but multidimensionally.

Attentiveness is the basis on which...
all experience, structuring and organisation is built. It is bound to time and space through observing, structuring, arranging, and illuminating that which needs to be observed cognitively (analysing, comparing, considering, arranging and merging). The chess-player develops a refined ability to distinguish, including the ability to distinguish between foreground-and background. The chess-player also develops ability for figure uniformity. The game of chess lends itself to the deployment of cognitive (conscious) thoughts and to the development of observational skills. Chess develops integration between perception and logical reasoning. The game thus heightens expressiveness, imagination, and creativity, and unlocks the potential of observation.

Imagination or visualisation consists not only in reproducing what has been observed, but also in realising moments of creativity. The chess-player fantasises, engages in creative thinking and adapts to situations. He or she thereby transfers himself or herself to another world!

Participation in the game of chess develops and improves one’s mind and intellect (cognitive, affective or normative skills). In chess the following are practised: attentiveness, observation, identification, comparison, power of judgement, memory, conceptualisation, forecasting, and decision-taking (think, plan, reason, and consider alternatives). Also utilised are elements of distance, movement, space-orientation and chronological sequence of moves (eg abstract thoughts and logical reasoning). An inner language of “observing and emoting” is thereby employed.

Chess as a whole contains figures, symbols, semantics and gesture, which are explained as follows:
- **Figure content** = to observe the concrete or to form a concept.
- **Symbolic content** = to interpret symbols.
- **Semantic content** = to indicate meaningful elements in one word (notation).
- **Gesture content** = to interpret and cope with non-verbal information (thoughts, feelings, emotions, moods, attention and intentions).

Overall therefore, the undermentioned skills are developed and strengthened: Discipline, concentration, conceptualising, anticipation, forecasting, transposing, arranging, selection, creativity, reasoning, logical thinking, abstract thinking, drive, will-power, perseverance, inhibition of impulsiveness, creative thinking, divergent or convergent thinking, experience, observation, classifying, planning, evaluating, discrimination, visual memory for figure consistency, succession, figure differentiation, spatial orientation, sense of direction, analysing and synthesising.

**Notes**
- **Cognitive skills** = to observe, to think, to visualise, to memorise (commit to memory) and to recall to memory.
- **Affective skills** = how to channel tension.
- **Normative skills** = motivated to resolve problems; willing to be involved and to stay involved.

**Selected terminology**
- **Memorise** = to integrate new learning content with knowledge already acquired.
- **Memory** = recalling in the present things that have been observed in the past.
- **Recall** = retention of information content that has been learned.
- **Exposure** = stimuli, time and space. Development of cognitive strategies on one’s own, so as to function independently.
- **Thinking** = cognition -> remembering -> divergent thoughts -> convergent thoughts -> evaluation.
- **Cognition** = awakening, recognition and comprehension of information.
- **Divergent thoughts** = utilisation of data to create a variety of new ideas. Divergent thoughts need opportunities for implementation.
- **Convergent thoughts** = creation of new information based on data.
Financial jargon is indicated and explained in the text, so as to educate the reader in understanding the financial sections in magazines and newspapers. Since Randwi$e is the result of research done by young officers aiming to empower all SANDF members, it has comprehensive answers to various financial questions and is presented as a workbook, and employs a conversational tone to make the topics discussed easy to follow and understand. Financial jargon is indicated and explained in the text, so as to educate the reader in understanding the financial sections in magazines and newspapers. Soon you will be able to speak about financial matters with ease! A fictitious SANDF member is used throughout the text, who illustrates specific problems and ways to solve them. Worksheets and tables are included, which will assist you in compiling your own budget, calculating personal taxes and pension benefits, buying a home and deciding between cash and credit purchases and, as Robert T. Kiyosaki, author of Rich Dad, Poor Dad, said: “Money comes and goes, but if you have the education about how money works, you gain power over it and can begin building wealth”.

Don’t be a sitting duck - be Randwi$e!
The Department of Defence (DOD) intensified its efforts to promote security, peace and stability on the African continent in support of the New Partnership for Africa’s Development (NEPAD).

The role that the DOD plays while participating in the structures of the African Union (AU) demonstrates its commitment to resolve conflict in our neighbouring states by peaceful means.
African Defence Systems Ad (new Material p 48)