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Without fear and beyond blame

Keep your employees safe

Empowering women in sport

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FRONT COVER: One of our soldiers patrolling the Great Lakes region. Please read more about the recent visit of the Deputy Minister of Defence to the Great Lakes region on pages 10 and 13. (Photo: Graeme Hosken, Pretoria News)

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

This month SA SOLDIER is celebrating its fourth anniversary as the official monthly magazine of the Department of Defence!

Thank you for your loyal support and compliments throughout the year. It shows that you, our readers, enjoy reading SA SOLDIER. Never forget that it is your magazine and your comments will always be welcome.

Needs and circumstances change and organisations must constantly review the effectiveness of their communication media and adapt where necessary.

Remember, we shall continue to test various approaches with regard to improving the look, feel and content of the magazine. One major issue, which will be re-examined, is to publish various articles in our eleven languages on a rotating basis in the future editions of SA SOLDIER. SA SOLDIER will publish letters from our readers in any language that they feel most comfortable with. Our readers are also free to 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. Your feedback in this regard is vital for the way forward. Please do so by writing to SA SOLDIER.

We are sure you will enjoy this issue, packed as always with interesting topics and useful articles, giving you food for thought.

Last, but certainly not least, I should like to thank my supportive editorial staff and the Editorial Board members of SA SOLDIER for all their hard work throughout the past year.

Here’s to a splendid autumn issue, and of course our fourth anniversary!

Nelda Pienaar
Editor

SA SOLDIER • MAY 2005
Be aware of sexually transmitted infections

By Marcus Toerien, Khomanani (STI Campaign).
Khomanani is a Department of Health communications initiative in the fields of HIV and AIDS, tuberculosis and sexually transmitted infections.

There are many different kinds of sexually transmitted infections (STIs), but they all have one thing in common - they are transmitted from one person to another during oral, vaginal or anal sex.

STIs pose serious health risks, such as fertility problems for women. We now know that STIs also weaken the skin and make it easier for HIV to enter the body. One of the ways to protect yourself and your partner from becoming infected with HIV is to stay free of STIs.

However, all STIs can be prevented by safe sex, the consistent and careful use of condoms, having one lifetime partner or abstaining from sex.

Signs and symptoms

For some STIs there are clear symptoms and signs that health workers will easily recognise. These are:
- sores on the vagina, penis or anus;
- white, yellow or green discharge coming out of the penis or vagina that is often smelly;
- pain in the lower abdomen;
- a burning feeling when you urinate;
- itching and/or redness around the vagina or penis;
- painful sexual intercourse;
- painful and swollen testicles; and
- swollen glands, especially in the groin area.

Sometimes you can have an STI without any signs or symptoms. It is possible that a woman may not know she has an STI because the infection is inside her body, and there may not be signs or problems showing she has an STI. Women get STIs more easily from men than men get STIs from women, because of differences in our bodies.

Treatment

Many STIs can be cured, but the only way to do so is to receive treatment. STIs will not go away by themselves. These signs should never be ignored, nor should you delay seeking treatment in the hope that the signs will go away. The earlier treatment is sought, the easier it is to treat. Most public clinics and hospitals provide excellent, good-quality treatment for STIs and the treatment is free.

If you are receiving treatment for an STI, your partner(s) should also go for treatment. By informing your partner(s), getting treatment for both of you, and taking measures to protect yourselves, you reduce the chances of passing on the infection or becoming re-infected yourself.

Women should go for regular check-ups and have at least three pap smears taken in their lifetime after reaching the age of thirty.

When you go for treatment, relax! Health workers see people with STIs every day. What you say to a health worker is confidential, and it is your right to be treated with respect and care by any health worker.

Once you have started treatment, it is better to abstain from sex altogether until you are cured.

Men and myths about STIs

Research shows that some of the things young men believe about sex and women put them at risk of getting an STI. Here are some of the wrong ideas, which make men put themselves at risk.

**False:** Men cannot control their sexual urges.

**True:** Men can control all parts of their bodies, including their sexual urges at all time.

**False:** Real men have more than one sexual partner.

**True:** Real men do not need to prove anything to anyone.

**False:** If you love someone it means he or she should have sex with you.

**True:** Love means care and respect, not sex.

**False:** Women should obey men when it comes to sex.

**True:** Women have the right to say “no”. Sexual relationships based on care and respect are more satisfying than those based on fear and power.

**False:** Real men know all about sex.

**True:** Real men have the courage to admit that they do not know everything and ask questions.

*For more information about sexually transmitted infections call the toll-free helpline: 0800-012-322.*
**Winning letter**

**Be yourself**

One’s appearance has become so important that most of us spend a lot of time trying to look and act a certain way to be part of a crowd. But when it comes to the battle of colour it is all about warfare. Often we look at people from the outside. We do not realise that we get so wrapped up in being different that we forget to be true to ourselves. Labelling others reinforces our own position of power. Being yourself means allowing others to be themselves. And this is far more important than belonging to a race or group - L Cpl B.S. Mbongo, 6 SAI Bn.

**Ascertain regimental symbol**

I am a collector of military and police memorabilia, especially items that come from the Southern African region. I have come to possess one item, a complete buckle of a regimental stable belt, which I believe comes from South Africa, but I cannot find any reference to it. So I have decided to come to the experts. The buckle is made out of brass, is round in shape, and has the side view of a Caracal cat in the centre and the regimental motto of “Pede Intrepide” at the bottom - Darryl Beckett, email.

* If any reader can assist Darryl Beckett, please do so by writing to him at his email address: darryl.beckett871@btopenworld.com - Ed.

**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 ssasoldier@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.

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**Ratpacks**

In these days of limited finances and incessant resource crunches the emphasis in the SANDF must be on “stretching” the rand by maximising cost-effectiveness and minimising wastage. This principle must be applied across the board, right down to the lowest level.

Recently I attended the Battle Handling Phase of the Junior Command and Staff Course at Lohatlha. During this period of our course we were on ration packets (ratpacks) for 4 days. During the same period members of the next course, who were also there, were on ratpacks for 12 more days. Besides these two groups, there were other personnel who had also been issued with ratpacks. It was with a great sense of dismay that I observed how certain contents of the packs, or at times even complete ratpacks, were regularly and wastefully discarded by our personnel.

The main reason for such wastage was the tastelessness of the contents, as was evident among individuals who often prepared their own meals of rice, tomatoes, onions and other vegetables, or who even opted for a braai. This they did with their own money. At this juncture it would be wise to determine the rationale for issuing personnel on course with ratpacks. It could not have been for the purpose of “toughening up”; otherwise private cooking would have been disallowed. Thus the only reason could be that ratpacks were issued in lieu of hot meals for administrative reasons. If that is the case, then I would suggest that the whole issue of ration packs calls for a total re-examination.

I presume that the design of a ratpack is such that extra effort is taken and money spent to fortify the items that it contains, and hence a ratpack is a costly item. I am also convinced that given the types of operations that our soldiers are involved in, adequate research must have been done prior to designing these food packets. The effort taken and money spent, however, seem to be going to waste - and therefore the purpose for which the ratpack was designed seems largely defeated. There is thus a need for further research.

If the ratpack is meant to be an ordinary ration pack, the appeal of the contents must be improved. On the other hand, if in its current state, it is meant to be a survival pack and an alternative to hot meals, a few issues need to be verified and addressed. Is the sugar content of some items justified in the face of high levels of simple sugars that would raise blood glucose levels, and make them fall just as rapidly? Would this not lead to added fatigue?

Cannot the present strawberry porridge be replaced by a more familiar and widely consumed item, without it losing any nutritional value? Would this step not reduce wastage? What arrangements are made to cater for individuals who, for example, do not eat red meat owing to cultural practices or religious beliefs, or for those who are vegetarians?

My experience during my stay in Lohatlha, and my subsequent reflections, have led me to believe that we could definitely bring about improvements in the area of ration packs, and in so doing gain substantial cost savings.

Additionally, such an improvement will not only embellish the service delivery status of the SAMHS, but will also go a long way towards improving morale among our personnel - Lt Col K. Ruiters, 1 Military Hospital, Thaba Tshwane.
Apartheid, transformation and freedom

I am a male, 31 years of age. I was raised in a rural area. As a child I played with coloured and black kids. We were great friends for many years. I lost contact with many of them during my high school years. We never experienced racial issues as we were friends - race and ethnic background was considered irrelevant. My family treated all of us as simply kids. Issues of apartheid were something that I simply did not experience.

Because of bad choices and the hindsight of politicians, many people experienced the repercussions of apartheid, those mostly, I would say in the age bracket of 45 years and older. For these people, who have these experiences and memories - they have my sympathy. Horror stories abound of atrocities that took place. Justice is not easily served against those who acted in such a deplorable manner. What can be considered sufficient compensation for the children of those who suffered?

There are probably many incidents like these, which are not known to the average person in South Africa. The phrase: "Ten Years of Freedom" is something that I have a dilemma about. Was our country not free, even with the politics of that time? I prefer the phrase: "Ten Years of Unity" to be used because then this indicates that we are now united as the new Rainbow Nation.

The constitution states that there should be no discrimination against any person. There is still discrimination against white, coloured and Asian people. Certain percentages of different races are to be appointed to posts and accepted for courses - the list goes on. In my opinion, this is apartheid in reverse.

We, and I mean all of us, as citizens of the RSA, should forget the past and work together as a Rainbow Nation to ensure that the same mistakes of the past are not repeated in the future. All people should have equal opportunities. If a person is appointed to a post, he or she should be the best possible candidate for the job and not be appointed because he or she is white, black, Asian or coloured. We are all humans who live under the same blue skies, breathe the same air and have the same goal in life, which is to be recognised for our human/human qualities.

I see transformation as a tool or method to transform the nation from the old apartheid regime to a new united nation with equal opportunities. However, my opinion is this: How can we discriminate against a person's colour? It is the very essence of one's heart and soul that should count as a measure of a person's worth.

If your answers to any of the following questions are yes, then look carefully to the impact that you make in the lives of those around you, who are serving, like yourself, in the SANDF:

- Do you keep referring to the things of the past rather than working towards our future as a Rainbow Nation?
- Do you hate or discriminate against a person who is not from the same race, ethnical background, sexual orientation, etc?
- Do you struggle to adapt to the changes around you?
- Do you wish that all the bad things of the past happened with other people from a different ethnical background rather than yourself?

It is impossible to stand together in unity as the Rainbow Nation of the world when we do not stand together as one. It is only by leaving our differences in the past and working together, that we will ensure a prosperous future for South Africa.

By allowing our humanity to flow freely through ourselves I believe that this will impact on the crime of this country, evoking a zero tolerance from all of us. We have the most beautiful country in the world. Now we must become beautiful human beings. Nobody can dispute that we South Africans cannot make this country better. There is a saying in Afrikaans: "Om te vergeewe is om te vergeet" (to forgive is to forget). This should be similar in all eleven official languages.

As a white male I have one idol, a person who inspires me - Mr Nelson Mandela (Madiba). Let us all be Madibas of this country.

If this letter should be selected as the winning letter, I would like to donate the prize money to the Nelson Mandela Children Foundation Fund - Anonymous.

They come unseen but not unheard

I was wondering if you could possibly publish an appeal for me in your magazine. My late father, Ivan Spring, flew Shackleton and Albatross aircraft from Ysterplaat Air Force Base when I was a child. Since my first Albatross flight many years ago I have been a fan of this aircraft. Several years ago I set up a website dedicated to the P-166 range of aircraft, www.p166.com. Although the site covers the entire range of P-166 aircraft it is possible to create an enormous subsection dedicated to the "S" version, the Albatross.

Capetonians and those in other coastal towns could often recognise an Albatross by the "terrible" racket made by the rear facing pusher propellers as they sliced their way through the African sky. 27 Squadron’s unofficial yet appropriate motto was “We come unseen but not unheard”.

I would like to appeal to old and current SA Air Force members and ex-members who served at 27 Squadron or who were directly involved with Albatross aircraft or who might have Albatross pictures to please contact me as I am looking for material on these aircraft -Andrew Spring, email.

* Readers who can assist Andrew Spring please email him at: www.p166.com - Ed.


**The crocodiles of Lake Tanganyika in Burundi**

Are you the descendants of dinosaurs?  
Are you the hunter of the hunted?  
Your civil smile can woo your victim with ease  
What an incredible tactic you have  
Scientists did their part in order to understand you  
They manage to make little breakthroughs  
‘Cause your mind is topsy-turvy sometimes

I wish you could know that your skin is quite a fortune  
You can set the fashion trends, those are the ones you will be  
Loath to associate with at all costs  
Those innocent victims you grab  
And drowm at the bottom of the lake in order to drowm  
And feast on them without any conscience or mercy

The hunter will become the hunted  
And the hunted will become the hunter  
Through eternity, so long as you are not prepared to surrender  
Man will never cease to avenge with such a tiny brain  
But an insurmountable strength  
But man will always conquer -  
Sgt M.K. Mashifane,  
4 SAI Bn (deployed in Burundi)

**Brigade plans year ahead**

The members of 46 SA Brigade held a work session at the Rhemardo holiday resort from 2 to 4 February 2005. The work session for the year 2005 deviated from the previous approach of handling short or medium-term programme related issues, as these had already been finalised before this work session. It was characterised by a brigade team building exercise, awareness programmes of what to expect and manage during the in-year (Financial Year 2005/2006), the addressing of Level 4 issues to ensure the combat readiness and proactiveness of the brigade and finally action to enable Level 3 and Level 4 staff of the brigade to start this year from a firm base. The 2005 work session was objective and results orientated. The basis was established on the following pillars: Presentation and discussion, as well as syndicate tasks to make the calendar of the brigade as inclusive as possible. The calendar and an activity list for the brigade were finalised for 2005. The commitment of the brigade will be to manage these activities and target dates aggressively - Lt Col P.M. Motlabane, 46 SA Brigade.

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**Feedback**

**The crocodiles of Lake Tanganyika in Burundi**

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**Burundi, land of the spirits, land of God**

When you look into the eyes of  
Children begging in the streets  
You know that God is there  
In the darkness of the night  
In the brightness of the day

When you hear the spirit of Africa  
Whispering Africa

Help Africa  
Help these innocents of Burundi  
And then you know that God is there

When you see the women with  
Children dying in the market place  
You know that God is there

The spirit of healing is moving  
Everywhere whispering Africa

Those who can lend a helping hand  
Come and reach out  
To the multitudes of poor

Mained, blind, distorted figurines  
Of humans  
God is there

Everywhere in Burundi

Just look  
You will see

In your eyes  
Those who have starved

For days on end  
God is whispering  
Africa help

Africa lend a hand  
The spirit of our ancestral lands  
Has awakened

Piercing every heart  
Every mind

Look at children  
Sleeping in the corner  
Of every street

Mothers slain  
Fathers slain  
Not a soul in sight  
To heal their little hearts  
Their little minds  
Who watched parents  
Die  
Gunned down  
Slain

Africa lend a helping hand  
Africa know that God is there

The spirits of Africa  
Have awakened  
Hearken to the voices

Of angels singing in the streets

Of Burundi  
In the eyes of that mother  
Who can do nothing to save her

Dying child  
She herself is dying

Hunger, thirst, disease  
Africa lend a help hand

Hearken the command  
Of the spirits  
Reach out  
Bring the sun

Of love  
The rain of happiness  
The thunder of joy  
Listen

The cries of children  
In Burundi dressed in rags  
Barefooted in the streets of

Bujumbura  
Hungry  
Starving  
Dying  
Africa

Lend a helping hand -  
Col Belinda Martin, Pretoria.
Your uniform

I’m your military uniform
The soul of your nation’s freedom
I’m the symbol of sovereignty
The defensive shield of the nation
The rope and the robe of unity
The offensive spear of liberty
The lord who offers protection
The revolving wheels of prosperity
With you, soldier, I’m a friend
I’ll be with you throughout the war
But in wrong hands, I break the law
And bring your life to an end.
Don’t rob the nation of its freedom
Don’t sell your military uniform!
- Lehodi Pitso, Kimberley.

From nowhere to somewhere

At AFB Bloemspruit a man joined as a civilian on 6 March 1984 and worked as a messenger for three months. Later he was utilised as a clerk for all labourers (then called Scheduled Departmental Personnel, SDP). On 16 June 1987 he joined the auxiliary service and worked in the pay office (labourers’ salaries). He then opened the duty room for SDP members only. On 26 July 1988 he applied to join as a Permanent Force member, and fortunately he was successful. He did his basic training from August to November 1988 as a corporal. At AFB Bloemspruit he was promoted to the rank of a sergeant in 1990. In 1992 he did the Junior Staff Duties Course and was successful. In 1995 he was transferred with his family to SAAF HQ in Pretoria, having been promoted to the post of flight sergeant.

In 1997 he underwent the Officers’ Formative Course and was commissioned to the rank of a lieutenant and was posted to AF Gymnasium. In 2001 he was transferred back to his home base, where he started his career as a captain. In October 2003 he was transferred back to Pretoria in a major’s post. This time he left his family behind with the hope of coming back again as a better person. It takes a good man with courage to follow his dreams and to know where he is coming from and where he is going. He will stop at nothing to follow his dreams, knowing that the sky is the limit.

We would also like to thank his wife and family for encouraging him to follow his dreams, because we know that behind every successful man there is a supportive woman. Who are we talking about here? The man is none other than Captain Khothatso Machabe. He is in Pretoria, still searching for greener pastures, and who knows what he will find. Nothing is impossible - Maj S. Jacobs.

Encouragement

It is my first external deployment in the Democratic Republic of Congo (DRC). It is really a life experience. As a peacekeeper in the DRC I believe that I have been sent by the Almighty to be in this country to support peace and so it is my responsibility to stay focused to make sure that I really become the hand of the Lord in this mission. I have also been encouraged by our Chief, Gen Siphiwe Nyanda, who visited us on 9 December 2004 and said to us we must participate more in trying to resolve the problems of the DRC. As engineers on this mission we have many tasks to perform, but that did not stop us from starting a musical drama project called “BAHAKIKISHI” (a Kiswahili word meaning the courageous). The aim of the project is to provide entertainment to the people of the DRC and the UN forces deployed here. Our mission is to give hope to the people of the DRC and to encourage them to use their talents. We support the UN mission in the DRC to uplift the morale of the people, we encourage them to use their talents. In our project we cover drama, Indlamu, gumboot dancing, gospel music, Pantsula dancing, Dinaka and other musical categories. Our first performance was on New Year’s Eve at Basoku Base and everyone enjoyed the show. I encourage my fellow peacekeepers who are deployed never to lose focus of their mission, and to participate more so that the UN goals can be reached - Spr M.L. Selowa, 2 Field Engineer Regiment.

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Our Deputy Minister's first visit to SANDF operations

By Mr Vuyo Zambodla, Head of Communication
Photos: Graeme Hosken, Pretoria News

In March this year the Deputy Minister of Defence, Mr Mluleki George, embarked on his first visit to the area of peacekeeping operations in the Great Lakes region. The Head of Communication, Mr Vuyo Zambodla, reported on the trip.

In his first term as the Deputy Minister of Defence Mr George has focused on a key priority of the Ministry with regard to support for the ongoing transformation of the Department of Defence (DOD), including representivity, performance and the consolidation of civil control.

“I do not believe in working exclusively from the four walls of an office or boardroom when it comes to dealing with people issues,” said the Deputy Minister referring to his ongoing visits to the bases across the country and external operations.

“I want to understand first-hand the reality on the ground so that I can put the concerns and proposals of all stakeholders into proper context.”

The objective of his trip to the Great Lakes region in March this year, where the bulk of SANDF peacekeeping soldiers are deployed, was to get a better understanding of the political environment in the region, to ensure that the soldiers were made fully aware of the broad political support for and appreciation of their role, to investigate and confirm concerns with regard to operational conditions, both human resource related and infrastructure, and to reinforce the military Code of Conduct and commitment of the Department to deal decisively with any proven cases of ill-discipline.

Rwanda

“Any political visit to this part of the world should start in Rwanda, the epicentre of the political climate of the Great Lakes region,” said South Africa’s Ambassador Ezra Sigwela on receiving Deputy Minister George on...
the first leg of his Great Lakes tour. Although the SANDF is not conducting operations in Rwanda the DOD has a Memorandum of Understanding with Rwanda and an appreciation of the pivotal role the country plays with regard to peace and security in the region.

The Rwanda genocide in 1994 when close to one million people were slaughtered still represents the moral conscience of Africa and the world. The country’s recent history is a stark reminder of what can happen when the deterioration of socio-economic conditions and the escalation of political opportunism (both local and international) are left unchecked by Africa and the international community.

**Democratic Republic of Congo**

In the Democratic Republic of Congo (DRC), the Deputy Minister met with his political counterpart, the Deputy Minister of Defence, Brig Gen Bule Gbangdo Mohammed, to discuss progress with regard to elections and the ongoing support of the DOD for the integration of the armed forces, a critical prerequisite for a peaceful transition. He was briefed by Mr Ross Mountain, the United Nations Secretary General’s Deputy Special Representative to the UN Mission in the DRC (MONUC), on security issues in the volatile eastern DRC where SANDF soldiers have been involved in military operations, the disarming of militias, progress with logistical challenges to the election process, allegations of sexual exploitation and humanitarian rights abuses by peacekeepers, and a tour of the operations and facilities of the SANDF (MONUC) operations in Kinshasa, Goma and Kindu.

**Burundi**

In Burundi, Deputy Minister George met with the Minister of Defence, Maj Gen Vincent Niyungeko, and the Minister of Public Security, Col Donatien Sindakira, to discuss the general security situation and support of the SANDF, under the auspices of

Continued on page 12
Continued from page 11

the UN Mission in Burundi (ONUB), for the successful referendum and election preparations. He was briefed by Ambassador Satti, the UN Secretary General’s Special Representative to ONUB, on the current status of the political process with regard to pending elections in Burundi and was briefed by the ONUB Force Headquarters on issues relating to demobilisation of militia and progress with the cantonment areas, the integration of the Burundi armed forces and progress with operations. He visited the scene of operations and facilities of the SANDF (ONUB) in Bujumbura, the Muramvya Demobilisation Centre and Kabezi.

In the next edition of SA SOLDIER the Editor will interview our Deputy Minister on the insights he gained from the visit, his intentions with regard to a way forward, and feedback from soldiers.

Right: Our soldiers patrolling the Great Lakes region.

The SANDF in the UN Mission to Burundi (ONUB) patrolling Lake Tanganyika on a harbour patrol boat of the SA Navy. Our forces have significantly reduced criminal activity.
Our Deputy Minister visits the Army Office

By Maj P.I. Moeketsi,
SO1 Research and Speeches
Army Communication
Photo: Cpl Leonard Xaba

It was a great honour for the members of SA Army Headquarters to have had the opportunity to host the Deputy Minister of Defence, Mr Mluleki George, and his entourage on 25 February 2005.

The visit formed part of the Deputy Minister’s orientation programme in the SA Army, which included briefings on the core business of each Army Corps and the state of transformation in the Service.

On his arrival at the Army Headquarters he was welcomed by the Chief of the SA Army, Lt Gen Solly Shoke, after which he proceeded to the podium for the Guard of Honour salute.

Everything was thoroughly organised. Light refreshments were also offered to the visiting group after the completion of the ceremonial aspects.

The Chief of the Army opened the briefings by presenting the general overview of the SA Army, its role, functions and state of readiness, followed by presentations delivered by the various Formation General Officers Commanding.

The crux of their presentations highlighted various challenges and problems facing the SA Army in terms of transformation, financial resources, facilities and prime mission equipment, of which all were well received.

The Deputy Minister, however, expressed his concern about and re-emphasised the slow pace of transformation in the SA Army. “Transformation is non-negotiable. It is a Government imperative guided by our Constitution to redress the social and economic imbalances of the past and must be implemented with the necessary vigour and conviction it deserves. Most importantly, it is not against anybody.”

The visit was rounded off with a question and answer session in the Assembly Hall where both Military and Public Service Act Personnel were afforded the opportunity to voice their grievances and ask questions without any fear of victimisation.

Mr George responded by indicating to all members that he was fully aware of the issues raised, mostly those that had to do with transformation, staffing, courses, promotions and general cases of unhappiness. He mentioned that he was awaiting clear and “measurable plans” from the Chiefs of Services and Divisions outlining how they intend to address representivity and gender issues in their respective Formations, Services and Divisions.

He earnestly appealed to Commanders at all levels to treat subordinates with dignity and respect. “It is the key responsibility of commanders to ensure that there is happiness on the ground. Show your people that you care.”

The Deputy Minister’s visit to Army Office came to a successful end with everybody being in high spirits and appreciating his humble and down-to-earth approach. It was indeed a moment highly treasured by all present and a first in the new dispensation of the SA Army Office.
Ethiopian call

By Lebohang Letaoana
Photo: F Sgt David Nomtshongwana

The Chief of General Staff of the Ethiopian Armed Forces, Lt Gen Samora Yenus, paid an official visit to our country and to the SANDF after an invitation by his counterpart, the Chief of the SANDF, Gen Siphiwe Nyanda. It took place over the period 4 to 8 April 2005. The aim of the visit was to develop further the existing goodwill and to strengthen relations between the SANDF and the Ethiopian Armed Forces. The visit began at Defence Headquarters, where a welcoming parade was held. The entourage included the Head of Defence Training, Main Department, Maj Gen Tadesse Worede, and Col Eshetu Gamachu of the Ethiopian Air Force. The delegates visited different military training institutions, such as the SA National War College, the SA National Defence College, and Special Forces Brigade HQ, and received briefings on the SANDF and its structures.

Gen Siphiwe Nyanda, the Chief of the SANDF (right), received a gift from Lt Gen Samora Yenus, the Chief of General Staff of the Ethiopian Armed Forces (left).

Reserve Force members deploy to the DRC

Article and photo by Maj Merle Meyer, SO1 Comm SA Army Inf Fmn

The SA Army Infantry Formation sent a Reserve Force company as part of the 7 SA Infantry Battalion contingent to the Democratic Republic of Congo (DRC) in April this year.

This is a full infantry company consisting of a headquarters and three platoons. The company commander is a Regular Force major and the rest, including the leader element, are Reserve Force members.

The company is staffed from the Cape Town Highlanders, Durban Regiment, the Natal Carbineers, the SA Irish, the Transvaal Scottish, Johannesburg Regiment, the Rand Light Infantry and the Witwatersrand Rifles.

In this contingent there are eight women from the Cape Town Highlanders. All these members took part in Exercise SEBOKA at the SA Army Combat Training Centre late last year, where they also took part in the battalion exercise with 7 SAI Bn. The members underwent a fitness selection at their respective units and successfully completed the concurrent health assessment.

This Reserve Force company received pre-deployment combat readiness training at 7 SAI Bn before they left for the DOD Mobilisation Centre at De Brug near Bloemfontein. There they received mission readiness training before they departed for the DRC.

This is a good example of the One Force Concept that is working, and working well.
Visitors exposed to the conventional capabilities of our military

By Lt Charl Ichlenfeldt,
Comm Officer School of Armour

Members of the Executive National Security Programme (ENSP), the most senior course in the DOD, visited 44 Parachute Regiment, the School of Armour and the DOD Mobilisation Centre. The visit was co-ordinated by the School of Armour on 1 March 2005.

The aim of this visit was to expose the programme attendees to a limited extent to the conventional landward capabilities of the SA Army.

Main equipment from the Artillery School, 10 Air Defence Artillery Regiment, 1 SA Infantry Battalion, 1 Special Service Battalion, 1 SA Tank Regiment, 44 Parachute Regiment, 16 Squadron of Air Force Base Bloemspuit and the School of Armour was on display.

The group consisted of 53 members with the ranks of Colonels to Brigadiers General from the SA National Defence College.

Many foreign students were also attending, such as Brig Gen J.N. Adinkrah (Ghana Defence Force), Col K. Amupolo (Namibian Defence Force), Col R.Z. Christmas (Botswana Defence Force), Col G. Mohamed (Algerian Defence Force) and Col E. Dzihwema (Zimbabwe Defence Force).

Attendees were treated to a static display of the main equipment used by our conventional forces followed by a mobility, parachute and Rooivalk attack helicopter demonstration.

Unit commanders presented briefings and accompanied the group throughout their visit.

Tempe Military Base, is well situated for an event of this nature, co-locating the heart of the conventional capabilities of the SANDF. Most units that participated are situated in and around Bloemfontein.

Visitors from Pakistan

On 1 February 2005 Lt Gen Temba Matanzima, Chief of Corporate Staff (right), hosted an official dinner in Pretoria for Lt Gen Shahid Siddiq Tirmizey, Director General Joint Staff, Pakistani Defence Force, and his delegation during their visit to South Africa. The tri service delegation from Pakistan visited South Africa over the period 1 to 4 February 2005.

(Photo: Cpl Elias Mahuma)
Boasting new peacekeeping equipment

The DOD Logistic Support Formation, in conjunction with Canvas and Tents, launched the new containerised peacekeeping equipment on 1 April 2005 at the DOD Logistics Support Formation sports field in Pretoria.

The two equipment items on display (a containerised field kitchen and a containerised field hospital) were specifically designed for use during peacekeeping operations.

The field kitchen is intended for external deployment, and it will later be used by the SANDF contingent on peacekeeping operations.

Canvas and Tents has been the largest supplier of canvas products to the DOD for the past thirty years. As with all military products, the quality requirements for canvas tents have been very stringent. Canvas and Tents is a preferred supplier to the United Nations and other NGOs.

The complete hospital, a containerised weatherhaven mobile expandable configuration field hospital, is currently deployed in Bujumbura in Burundi, and these two modules (on display) are but an indication of what the total hospital as set up in Burundi looks like.

The field hospital was accepted from the United States, on behalf of the SANDF, on 13 December 2002 by R Adm Keg Verster, Chief Director Acquisition.

The hospital as erected in Bujumbura consists of an operating theatre, a resuscitation room, a laboratory, an x-ray unit, a central sterilisation unit, a dental clinic, a two-bed intensive care unit, an eight-bed ward, a six-bed isolation ward, an ablution unit, a laundry, an incinerator, a kitchen, an electro-medical workshop and a power supply.

Since it opened in October 2004 the hospital in Burundi has treated 1 388 SANDF members and 252 UN patients up to January 2005.

“The need for such a facility, from our perspective, stems from the fact that very few countries on the African continent have the ability to deploy both equipment of quality and personnel in sufficient numbers simultaneously to operate a Level 2 medical facility during peacekeeping operations,” said Maj Gen Abie Landman, Chief Director Military Health Force Preparation.

* The Xitsonga translation of this article is available on page 19 of this edition of SA SOLDIER.

To obtain a translation of this article or any article published in SA SOLDIER in any one of our 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 - Ed.
Ku engetela matimba eka switirhisiwa swo tisa ku rhula

Endzeni ka khontheni ya xitanga.

Xitsalwana na xifaniso hi
Lebogang Letaoana

sekete wo Vumba Mpfuneto wa DOD, hi ku tirhisa Maseyila na Mathende, wu simekile xitirhisiwa xo tisa ku rhula xa khontheni hi ti 1 Dzivamisoko 2005 erivaleni ra mintlangu ra Nsekete wo Vumba Mpfuneto wa DOD ePitori.

Switirhisiwa swimbirhi leswi kombisiweke (khontheni ya xitanga na ya xibedlhele) a swi endleriwe ku tirhisiwa eka mintirho yo tisa ku rhula.

Xitanga xi tirhisiwa eka mintirho ya le handle, naswona hi ku famba ka nkarhi xi ta tirhisiwa hi vuthu ra SANDF leri nga le ku endleni ka mintirho yo tisa ku rhula.

Maseyila na Mathende ku vile mphakelo wa switirhisiwa swa maseyila eka DOD eka makume-nharhu wa malembe laya hundzeka. Tanihi switirhisiwa hinkwaswo swa vuthu, swilaveko eka nkoka wa mathende ya maseyila a swi tshikileriwa. Maseyila na Mathende i mphakelo lowu tsakeriwaka eka Nhlangano wa Matiko (UN) na minhlanguyo ka ya yi nga ri ya mfumo (NGOs).

Xibedlhele lexi heleleke, xibedlhele xa khontheni lexi kurisiweke xa xigolonyana i xitirhisiwa eBujumbura eBurundi sweswi, naswona switirhisiwa swa swimbirhi leswi kombisiweke i xikombiso xa leswi xibedlhele lexi xi amukeriwile kuka suka eUnited States, hi ku yimela SANDF hi ti 13 N’wendzamhala 2002 hi R Adm Keg Verster, Mulawuri-nkulu wa xiyenge xo xava.

Xibedlhele tanihi lexi endliweke eBujumbura xi na kamara ra vuhandzuri, laboretri, yuniti ya x-ray, yuniti ya dilaya switsongwatsongwana (serrilization) wadi ya nhungu wa mibedo, wadi ya le thelo ya tsevu wa mibedo, yuniti yo hlambela kona, ndhawu yo hisela kona, xitanga, dyondzo ya swa rihanyo ya gezi na mphakelo wa gezi.

Hi mpfhuka xibedlhele xi pfuriwa hi Nhlangula 2004 eBujumburi, ku tshunguriwe 1388 wa swirho swa SANDF na 252 wa vavabyi va UN ku fikela Sunguti 2005.

"Xilaveko xa xitirhisiwa xa muxaka lowu, ku ya hi mavonelo ya hina, xi suka eka mhaka ya leswaku matiko matsongo ya tikonkulu ra Afrika ya na vuwikoti byo rhumela switirhisiwa swa nkoka na vatirhi va nhlayo leyi ringaneke hi ku landzelela ku tirhisa xitirhisiwa xa swa rihanyo xa Ntlawa wa 2 hi nkariho wa mintirho yo tisa ku rhula” ku vula Majoro Jenerali Abie Landman, Mulawuri Nkulu wa Vuthu ra Malunghiselo ya Rihanyo.

* The English translation of this article is available on page 18 of this edition of SA SOLDIER.

To obtain a translation of this article or any article published in SA SOLDIER in any one of our 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 - Ed.
Meet our new Inspector General

By PO Dennis Ndaba
Photo: Cpl Elias Mahuma

"The 1976 detachment was known as the 'young lions'. We clashed swords, set a process in motion that brought about freedom and fought for defence in a democracy. We negotiated to form a new SANDF under civilian authority." These sentiments were expressed by the outgoing Inspector General of the Department of Defence (IG DOD), Maj Gen Vejaynand Ramlakan, when he handed over command of the Defence Inspectorate to Maj Gen Mxolisi Petani during a parade held at the SA Army College on 31 March 2005.

"I stand here with pride to perform this honourable and indeed noble task. The South African National Defence Force (SANDF), and the Defence Inspectorate in particular, were faced with many challenges in their efforts to transform themselves. I am proud to say we did succeed," Maj Gen Ramlakan added. He cited the automation of the reporting process, fully staffing the Defence Inspectorate for the period of three years, implementing ISO 9001:2000 and the launching of the IG history book as some of the achievements of the Defence Inspectorate.

New Inspector General

Maj Gen Petani was born in Cape Town on 2 August 1958. He is married to Zimasa Zelpha and has two children, Refilwe and Qhayiya-Lethu. His hobbies and other interests include soccer, golf, squash, chess, reading classics and listening to music. In 1988 Maj Gen Petani completed his matric at Damelin. He obtained a certificate in Credit Control and a diploma in Community and Nation Building in 1994. He also completed his Bachelor of Social Science in 1995 and the Defence Management Programme in 1999. He received his Master in Management diploma in 2002.

He was appointed Senior Staff Officer Operations Western Province Command HQ from 1994 to 1999. From 1999 to 2002 he served as Commandant (Principal) at the SA Army College and from 2002 to March 2003 he was the Director Joint Support Management. After that he was the Defence and Naval Advisor in London until December 2004.

The new Inspector General can speak Xhosa, Sotho, Tswana, Zulu, English and Afrikaans. Maj Gen Petani has completed a variety of military courses, including the Combat Engineer Squadron Commander Course, the Military Law Course, the Junior Command and Staff Duties Course, the Senior Command and Staff Duties Course, the Executive National Security Programme. His academic background and personal profile make him a suitable functionary at the strategic level and as someone to provide direction.

Maj Gen Vejaynand Ramlakan (left) handing over command of the Defence Inspectorate to Maj Gen Mxolisi Petani.
Our Navy visits Columbus Stainless

By PO Dennis Ndaba
Photo: Cpl Elias Mahuma

The top leadership of the SA Navy visited the production facility of Columbus Stainless (Pty) Ltd in Middelburg on 17 February 2005. Capt (Spain Navy) Mayo extended the invitation from the Embassy of Spain. R Adm Johannes (Refiloe) Mudimu, the then Chief of Naval Staff (now V Adm and the Chief of the SA Navy), led the SA Navy delegation.

The delegation was briefed by the Chief Executive Officer, Mr Dave Martin, about the state of affairs of the production facility and had an opportunity to tour the facility. R Adm Mudimu said the SA Navy was grateful for the invitation to exchange views and thanked the Columbus Board for its contribution to combating unemployment in South Africa.

Navy receives award for release of news

By Lt Cdr Zamo Sithole,
Naval Base Simon's Town Media Liaison Officer

The SA Navy has been awarded the prestigious Maritime Newsmaker of the Year Award by Maritime Southern Africa on 31 March 2005.

The Maritime Newsmaker of the Year Award is given to identify those who have made news headlines and brought maritime-related issues into the mainstream media.

The SA Navy has kept maritime matters in the news and generated editorials in a number of national newspapers, as well as a variety of magazines across a broad spectrum of niche markets in connection with the arrival of their four new corvettes.

The SA Navy was recommended for its efforts to ensure a free flow of information about these new acquisitions to journalists around the country, thus maintaining a high profile in respect of maritime issues in the media and ultimately promoting the sector to a broad audience.

In addition, our efforts to allow the press to engage first hand with the vessel is an excellent example to the rest of the maritime community. By organising a press tour on board the SAS MENDI, the SA Navy provided journalists with the opportunity to report more accurately on the crew and the vessel, which generated much positive coverage in the national media.
New RSM will focus on discipline

By Lebohang Letaoana
Photo: F Sgt David Nomtshongwana

"I am here to do the job," said WO1 Conrad Macmillan Madella upon accepting his new appointment as RSM of 1 Military Printing Regiment during an accepting of office parade held at the SA Army Engineer Formation on 11 March 2005.

WO1 Madella became the first black person to take over the office of the RSM of 1 Military Printing Regiment.

He joined the SA Army as a sergeant at 1 Military Printing Unit on 27 April 1989. On 1 June 2002 he was appointed as the Regimental Sergeant Major of 2 Field Engineer Regiment in Bethlehem. He held this post until December 2004. On 1 January 2005 he was appointed as the RSM of 1 Military Printing Regiment.

When asked what he hoped to achieve in his new position he replied: "To instil discipline and to be a good example to my subordinates, as well as to see transformation taking place in this unit."

He is married to Cheral-Ann and they have two children, a son Lee-Roy (11) and a daughter Chevon Tiffany (15). WO1 Madella is a big Mamelodi Sundowns fan.

Fltr: WO1 Conrad Madella, the RSM of 1 Military Printing Regiment, Col Willys Absalom Nkosi, SO1 Combat Engineer, and Lt Col Matthews Sicelo Ngeleza, the Officer Commanding of 1 Military Printing Regiment, at the accepting of office parade.

Excellence is the focus

By Brig Gen B.N. Sibiya,
Dir Corp Staff Services

The Non-commissioned Officer/Airman group of the SA Air Force constitutes an indispensable part of the organisation. The first ever awards ceremony to recognise the Non-commissioned Officer/Airman Achiever of the Year was presided over by the new Chief of the SA Air Force, Lt Gen Carlo Gagiano.

This award is the brainchild of WO1 S.J. du Preez, who last year instituted the Warrant Officer Top Achiever Award. However, although the evaluation is open to all Non-commissioned Officers (NCOs) in the SA Air Force, there is a set of rules and criteria to be met by all nominees. The evaluation committee collates all the necessary information for presentation to the deliberation committee. The deliberation committee determines the final rankings. A short list in no particular order is then forwarded to the Chief of the SA Air Force at a ceremonial occasion befitting the event.

The 2005 SA Air Force NCO/Airman Top Achiever is F Sgt Karin Steyn. She was highly commended for her outstanding performance. Certificates were also awarded to all the finalists.

Noteworthy was Lt Gen Gagiano’s understanding of the composition of the SA Air Force - that the majority of the members of the Air Force were NCOs. "If you are the majority, should you not accept that it is your Air Force and start acting as if you own this Air Force?" asked Lt Gen Gagiano during his speech at the award ceremony.

A solid foundation has been laid for better performance and acknowledgement. The success of this award depends on the active participation of all Air Force members in ensuring that members are encouraged and motivated to render excellent service and that deserving members are rewarded for their outstanding contributions.
Government focus on communication activities in 2005

By Mr Vuyo Zambodla, Head of Communication
Photos: F Sgt David Nomtshongwana

In this, the second of a three-part series on the Government focus on communication, the Head of Communication explores issues with regard to meeting the requirement for departments to improve internal communication.

Government raised the alarm at the January Cabinet Lekgotla. Although Government departments are getting better and more sophisticated at communicating externally there is serious concern about the general state of internal communication. Progress with regard to departments “closing the information gap” will be monitored very closely as from this year.

Our leadership in Defence has also raised the need for improved internal communication for a number of years. From the political level through to management and command echelons there is a realisation that we need to improve the free flow of information in an integrated and effective manner.

A fundamental principle of effective Public Relations (PR) is that any communication campaign or ongoing strategy must begin with the internal stakeholders of the organisation. The better informed the people that make up our Department are, at all levels, the better our chances of speaking with one voice, as a National Defence Force, and as a Government department.

Alignment with Government communication

The role of defence communicators is to ensure that over and above the requirements of the military and operations strategy, we also ensure that our members and staff are well informed about their role as officials of a Government department.

Every member of staff in the Department should know and live the principles of Batho Pele (People First) both in our conduct at work and in how we interact with the public we serve - Service Delivery. For most South Africans - and fellow Africans outside our borders - that man or woman in a uniform, in and around their community, is the only experience they have of the Department of Defence or South Africa respectively.

Within our borders it is inevitable that people from both urban and rural communities will, for example, informally raise issues with members concerning internal security and that they will query our focus outside the country. With regard to this example, although uniformed members are not spokespersons for the Department, it is important that they have sufficient knowledge about the relationship between external security and internal security, and that the phased withdrawal of Defence from internal security is linked to the fact that policing is a SAPS function.

Each and every SANDF member deployed in foreign countries on peacekeeping missions is an “ambassador” of South Africa, responsible for the image and reputation of our country. Again, although spokespersons are few, every deployed person should know the answer to the foreign policy objectives of deployment and the specific focus of the Department with regard to peacekeeping, the “renewal of Africa”, post-conflict reconstruction and the broad principle of creating a better world.

At one of our Defence corporate communication work sessions an officer related an example of how, in a recent survey of a South African telecommunications organisation, a labourer putting poles in the ground was asked about his job. He stressed how important it was to get the pole firmly in the ground and standing as straight as possible. His explanation was not just based on practicality. With genuine pride and passion he

Continued on page 24
recited, verse for verse, the brand ethos and values of his organisation, relating it to how important it was to how he did his work. This is not about turning people into robots, but rather getting them to understand and “buy in” to the broader strategy. There is, however, a flip side to this coin which is equally important.

**Analysing internal stakeholders**

A PR practitioner at a recent government communicator’s information session started his presentation with the slogan: “It is more about what they want to hear than what you want to say”. He was not referring to “spin” or manipulating information to suit your target audience. He was referring to transparency and ensuring that communicators prioritise what their target audience wants to know over and above all the issues determined as a “need to know”.

The key to successful internal communication lies in understanding your target group and focusing increasingly on the nature of the information they require. Only through thorough and constant analysis of the expectations of our internal stakeholders can we hope to make our information and channels of communication effective.

With numerous surveys running concurrently “survey fatigue” is a problem in the Department. It is, however, very important for respondents to take the time to participate in surveys relating to their levels of satisfaction with their work environment. Having said this, however, our communicators need to understand that the respondents have a right to know the outcome of the surveys and the actions planned to deal with the issues raised.

**Communication tools**

The print medium of communication in the Department is arguably the most prominent. Judging from the letters and surveys, the SA SOLDIER magazine, as the flagship print publication of the Department, is a reasonably well-read monthly publication. The regular News Flashes and Info Bulletins that are sent out serve to inform on more immediate and urgent issues. Clearly there is a need to increase the print options for the flow of newsworthy information in the Department. Having understood the needs of our stakeholders the challenge is to improve the effectiveness of the print medium through a broader and more regular flow of newsworthy information. A suggestion for a departmental newspaper is currently doing the rounds. The main advantages of the print medium are that it serves as an easy reference both with regard to when you want to read, and when you need to refer back to information from the past. Print also encourages reading and literacy.

The Department’s website (www.mil.za) was relaunched in April 2005 to showcase a major facelift to its look, feel and content. Although the accessibility of the Intranet for internal consumption is limited, it is important to develop this communication channel to the optimum to supplement other existing internal media and encourage members and staff to join the cyberspace community. The web, as a medium of communication, also offers opportunities for interactive communication.

Some of our Services are developing excellent Internet and Intranet websites that would be the envy of any corporate body in South Africa. The Defence TV video production options are well utilised by SANDF services, but very underutilised by the political hierarchy of the Ministry and the Department. The advantage of the video format is the time and opportunity offered to prepare and deliver defence messages for various target audiences in a manner as close to direct interaction as possible. Its disadvantage of course is that it is one-way communication that denies the recipient an opportunity to raise views or respond to the principle involved.

We have also begun to explore how the Government Communication Information Systems (GCIS) multimedia and communication facilities, the Multipurpose Community Centres (MPCCs) for example, can be utilised for our internal communication in outlying areas.

**Language policy**

Although English is the “command language” of the SANDF, the Department does also recognise that there are eleven official languages for Government communication in South Africa. For purposes of communication in the Department the emphasis will increasingly focus on creating an enabling environment for freedom of expression in languages in which individuals feel most comfortable.

In the previous editions of SA SOLDIER the Editor made it clear that members are free to write (letters or articles) in any language in which they feel most comfortable. It is important to SA SOLDIER that the views of the
readership on issues of language are raised to help with policy and planning.

Equally challenging is the need to encourage the use of plain and simple English for communication. Key messages are often lost in a departmental language format that often does not support effective communication.

**Leadership**

There are literally hundreds of theories on effective communication. However, there is general agreement about one point, namely that no amount of sophisticated communication, including the Internet, video conferencing and colourful magazines, will ever replace the positive impact of face-to-face communication.

Defence surveys on this issue reveal that what the members want more than anything else is to see a face of authority they recognise, standing in front of them, informing them, and listening to issues they raise that impact on their daily lives and welfare.

Effective communication therefore is a function of leadership at all levels and is not just a Defence Corporate Communication function. The role of the Corporate Communications functionary is to facilitate the leader with the tools and the communication approach to be effective in this regard.

In the third and final article on the Government focus on communication I will write about the concepts of the Batho Pele E-Gateway Project, Izimbizo and Unmediated Communication as key strategic communication tools in Government communication for service delivery.

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**UNISA facilities in Burundi**

All Department of Defence members and civilian personnel stationed in Burundi please note that the new premises of the South African Embassy in Bujumbura now offer a facility for you and other South African citizens in the country to write UNISA examinations under official supervision.

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**Forever young Dakotas**

**By Lt Col André Swart, OC 35 Squadron**

Human beings are “funny” creatures. We tend to concern ourselves only with things that are close to us - and as for the rest, well, out of sight out of mind. Most people are totally oblivious of the fact that someone looks after the RSA’s coastline and Exclusive Economic Zone, thus allowing the average person to carry on with their lives. 35 Squadron, based at Ysterplaat Air Force Base, is one of those units that does its core business behind the scenes. We ensure that people can go to a restaurant and order a seafood dish - without having to concern themselves with the messy details of illegal fishing or the poaching of marine resources.

35 Squadron began as a maritime patrol squadron in 1945, and older people will remember the squadron for having operated the Shackleton Maritime Patrol aircraft from 1957 until 1984. The “Shack” had good “eyes” and “teeth”, and it was designed to seek and destroy a potential maritime threat. However, money gradually became a scarce commodity and when the Shackleton was decommissioned in 1984, it was replaced with the Dakota (Dak) which had no armament or the requisite surveillance equipment. This process necessitated a redefinition of the SA Air Force maritime capability.

A major modification programme on the Dakotas was launched in the early 90s. The major part of the modification entailed the replacement of the old piston engines with turbine engines and a full avionics upgrade. Although still without armament and dedicated surveillance equipment, the “new” maritime Dak and its keen crews are able to patrol the seas as needed. Apart from the maritime version, the upgrade also provided the squadron with a new transport, electronic intelligence and photoreconnaissance aircraft. This modification enabled the 70 year old Dak, which began its service in the SA Air Force as a troop transporter, to be used in a variety of roles and missions. That surely proves the versatility of the Dak. The Dak is as young as ever and is currently in its final update programme - a feat that will allow it to continue its service to the squadron and the SA Air Force for many years to come. We take note of the fact that the Dakotas will have to be replaced at some stage - but until then, as members of 35 Squadron we will live up to our vision - to become a recognised authority in fixed wing maritime air power excellence - using whatever tool we are entrusted with. That way we will be the maritime champions - the guardians of the seas - the ones that enables you to enjoy that calamari steak…
Focus on deployment allowances

Following continued questions about deployment allowances, SA SOLDIER sought clarity on the issue. To clarify uncertainties regarding deployment allowances, Lt Col M. Laycock, SO1 Remuneration, addressed the topic.

For any person deploying operationally, whether it be internally in the RSA or abroad, in places like the Democratic Republic of Congo (DRC), Burundi, the Sudan, etc it is always of importance to take note of specific allowances, which might be paid during this service. It is also necessary to take note under which circumstances the allowances will not be paid. These allowances are not entitlements and certain criteria must first be met in order to qualify for their receipt.

Allowance paid by the DOD to deployed persons

The policy of the DOD makes provision for the payment of the following allowances to operationally deployed persons should they meet the criteria, as stipulated:

Within the RSA
- **Standard Danger Allowance** - for being operationally deployed in terms of an Operations Order which has been issued.
- **Special Danger Allowance** - for being deployed on an actively dangerous operation. This allowance is only paid if the Chief of the SANDF declares that such an area qualifies. The declaration by the Chief is usually made after the event and therefore payments are usually made in arrears or after the completion of the operation.
- **Standby Allowance** - for being required to be available for duty on a 24-hour basis. Note that this allowance is not paid for being on duty for 24 hours, but rather for having to be available for such duty.
- **Deprivation Allowance** - this is paid for sub-standard or lower standard accommodation and less than pleasant working conditions. Where persons make use of mess facilities, or hotels, guesthouses or other catered accommodation, the allowance is not paid, as the facilities are not sub-standard.

All of the allowances paid to persons deployed within the borders of the RSA are fully taxable in terms of the Income Tax Act (1962) and this has been confirmed by the SA Revenue Services in a ruling supplied to the DOD in February 2002, as these payments are considered to be additional income.

Foreign Deployments
- **Danger Allowance** - paid as for the allowance circumstances within the RSA.
- **Special Danger Allowance** - paid as for the allowance circumstances within the RSA, with the exception that the Chief of the SANDF usually declares the area in advance of the operation and the allowance is therefore paid simultaneously with the danger allowance. Not all operational deployments will qualify, for example humanitarian aid operations where actively dangerous (dangerous enemy fire) circumstances are not experienced will be excluded.
- **Standby Allowance** - paid as for the allowance circumstances within the RSA
- **Deprivation Allowance** - paid as for the allowance circumstances within the RSA.
- **International Obligations Special Daily Allowance** - this allowance is paid to cover incidental expenditure which is defined as tips for table, room service, porter fees, reading matter, private and official telephone calls and non-alcoholic liquid refreshments, which do not form part of meals, and that might be incurred by operationally deployed participants.

The tariff is calculated at 30% of the amount that is found in the Financial Manual (FM) of the Public Service. Each country has a different tariff determined by the Department.
of Foreign Affairs (DFA) based on information supplied by SA foreign stations with respect to cost-of-living norms in each of these countries.

The full tariff quoted in the manual covers meals and incidental expenditure and therefore the reduction to 30% (calculation) is because in most instances the DOD (SANDF) provides meals at these locations. Where meals are not taken or cannot be taken in the mess facilities for a specific reason, a meal allowance is claimable and this varies from operation to operation depending on the different cost-of-living expenses that have to be met. The meal allowance tariffs are advised to Chief of Joint Operations for a specified month each month and the value depends on the current exchange rate of the SA rand. The reason for the fluctuation of the IOSDA and meal allowance tariffs, in rand, is a result of the tariffs quoted in the FM, and are usually in Euros or US Dollars.

All of the allowances paid to persons deployed outside the borders of the RSA are non-taxable in terms of the Income Tax Act (1962), as amended in 2001 in section 8(1)(a)(iv) of the Act, as has been confirmed by the SA Revenue Services in a ruling given to the DOD in May 2004.

The Act does not consider these foreign earnings, even though they are derived from within the RSA, as being taxable. The DOD has not collected tax on these allowances for operational service outside the RSA since 1 March 2004. IRP5 documents for the tax year 04/05 will therefore not include any of these allowances as taxable income and there will be no refunds applicable for this tax year.

In order to estimate correctly what will be payable to you during an operational deployment it is essential that you determine and confirm which criteria need to be met for you to qualify for receipt of these allowances. As the allowances are not entitlements, forfeiture occurs in the event of any return to the normal workplace or the RSA for whatever reason, with the exception of persons officially tasked to escort patients and prisoners or attend deployment related meetings, but only if they return by the first officially available transport to their normal place of deployment. Persons placed in civilian/military custody/detention or who are AWOL or otherwise absent from the area of operations, for whatever reason, therefore forfeit the allowance from the date of the non-qualification.

In addition to the above allowances, current policy in the DOD also makes provision for the payment of subsistence and travel costs where official functions have to take place. Should you be in receipt of a specific allowance and under the same circumstances qualify again for the allowance, the allowance will only be paid once - an example of this is if you are in receipt of the IOSDA and travel to a further destination/point of employment and make use of the S&T policy, you may not claim additional incidental expenditure from that dispensation as you are already in receipt thereof.

This article does not address the Military Circumstantial Allowance, which is another type of allowance payable, as the receipt of this allowance is relatively restricted and is paid as for the standard qualification requirements as found in the SANDFO - Officers Commanding and RSMs.

It must also be borne in mind that whilst you are deployed you are entitled to receive your basic contracted salary as well as to enjoy all the benefits which attach to your employment. In terms of these service benefits and conditions of service specific measures will be found in the various policies, which have been issued in the department. The policy on leave, for example, will guide you with regard to deployment leave, as well as other types that might be applicable.

While one is operationally deployed outside the borders of the RSA it is possible to receive payment in the field. The daily amount paid is determined as an amount from the IOSDA, but is limited to a maximum of US$ 08 per day in the DRC and US$6 in Burundi (an amount rounded off to the closest dollar calculated at 13% of the tariff found in the FM). Persons who do not wish to receive payment in the field are perfectly entitled not to do so and in these cases the full amount due to you will be paid into your RSA banking account.

* The IsiNdebele translation of this article is available on pages 28 and 29 of this edition of SA SOLDIER.

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Sitjheja iimali ezibhadelwa
nawuthunyelwa
ukuyokusebenza
ngaphandle kwenarha

Ukulandela imibuzo eragela phambili mayelana neemali ezibhadelwa nawuthunyelwa enanharani zangaphandle i-SA SOLDIER ifune ukuacakiselwa ngalendaba. Ukucacisa ukungabaza mayelana neemali zokuthunyelwa ngaphandle, u-Lt Col M. Laycock, SO1 Remuneration, usi-phe ipengu kilomraro.

Komunye nomunye umuntu othunyelwa ngaphandle kwe-ofisi bona ayokusebenza, kungaba ngaphakathi kwe-RSA namkha ngaphandle, eendaweni ezifana ne-Democratic Republic of Congo (i-DRC), i-Burundi, i-Sudan, njil, kuqakathekile ukuthi imihla ezibhadelwa ngaphandle kwakuya komLayo wokuSebenza ngokuthihiweko.

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njengamathipu wama-waiter, ukuthathwa nangaphandle, nyalakhe ngalele kuthanda, nokudala umzeli kusungazela kuhle lokho. Ndyali yokusebenza khona, ukuthola enye imali. Ukuhlangana ezinhlaba eziphila, imali yokufanele izithombe kwakho. Nkululekileyo ubuhlungu yama-English version of this article is available on pages 26 and 27 of this edition of SA SOLDIER.

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* The English version of this article is available on pages 26 and 27 of this edition of SA SOLDIER.

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Service delivery in the 21st Century

The first South African Management Development Institute (SAMDI) graduation ceremony of the Presidential Strategic Leadership Development Programme (PSLDP) was held at the North West University on 25 February 2005. Altogether 113 students, of whom 22 were military members, graduated that day.

President Thabo Mbeki launched the programme in July 2000 and on 25 February 2005 the very first graduates of the programme were capped. The aim of the PSLDP is to increase the capacity of the higher levels of public service leadership, viz director generals and other senior managers.

In launching the PSLDP President Mbeki envisaged the following:

- A new leadership, which is equipped with functional competence within a particular area of work, as well as being able to understand the bigger picture.
- A leadership able to combine service delivery with strategic vision.
- A leadership schooled in the kind of skills necessary to encourage and set the conditions for a developing country to transform, expand and modernise its economy, while ensuring that the standards of living of all people are raised.
- A leadership which fully and truly understands its responsibilities to the people of South Africa.
- A leadership which embraces a value system that underpins its actions and that will contribute to the accelerated transformation of this country.

The PSLDP has incorporated the African Co-operation Programme, which aims to establish co-operation in training and development with Botswana, Ghana, Namibia and Uganda. The President said that the programme must serve to nurture within the public service a leadership that could lead and perform its work in a professional and holistic way. The programme is funded by the government and the European Union.

Do you want to be remembered as a leader who made a considerable amount of money and leaves this earth a very rich person or do you want to be remembered as someone, no matter how difficult your circumstances were, who made a difference? I leave that question for you to answer.

Compiled by Lebohang Letaoana
Survival training in our Air Force

By Lt Col Gerrie van der Merwe, OC 80 Air Navigation School
Photos: WO2 Mark Widdicombe

Survival is the art of staying alive. The will to survive and innovation are attributes required by all aircrew to stay alive until rescued after an aircraft crash-lands, ditches or those inside are ejected. Aircrew of the SA Air Force fly over different areas of the country, the continent and the world on a daily basis. Each of these areas, such as the sea, desert, jungle and ice caps, is not familiar to aircrew. In order to ensure survival and consequent rescue for themselves and passengers, sometimes in hostile areas, aircrew must be trained to overcome their fears, and to strengthen their will to survive, be innovative and familiarise themselves with survival equipment.

80 Air Navigation School, a lodger unit of AFB Ysterplaat in the Western Cape, has the mandate to present ab initio survival training to aircrew during their functional training. The Aircrew Survival Course is presented over a period of eleven days, the parasailing exercise excluded. Different aspects are covered. During the first three days, theory on survival and survival equipment is presented. This includes theory with regard to the principles of any survival situation, which in order of priority are protection, location, water and food. It is vital to protect yourself against the elements, such as heat or cold as soon as possible. Once this is achieved, work on a rescue plan by making yourself visible in friendly territory or escape and evade to a rendezvous in hostile territory. Water is extremely important, as humans can only survive without water for about four days. Food is the last on the priority list, as humans can survive for up to forty days without eating. Food, however, is normally the first and only priority for learners! Other aspects, such as group behaviour in emergency situations, practical swimming pool exercises with sea survival equipment, and helicopter underwater escape training are presented during the theory phase.

Then it is off to Saldanha for parasailing, where learners practice post-ejection drills by simulating actual water landings attached to a parachute. Instructors from 4 Special Forces at Donkergat present coastal survival techniques where food such as crayfish, black mussels and fish are in abundance, but water is scarce. The sea survival phase that follows is normally the most hated, as the water on the West Coast is cold, very cold. Learners must then use their equipment, such as life jackets and life-rafts, to protect themselves from the cold and unforgiving sea, wind and sun. Your home for the first couple of hours is a single person life-raft. A Maritime Patrol C47-TP from 35 Squadron drops a SARAFT, a 10-man life-raft, which becomes the sleeping quarters for learners till the next morning, when an Oryx helicopter from 22 Squadron hoists them to safety and temporarily rescues them. At the Verkeerdevlei training area, near Touwsrivier, land survival follows with lectures on tracking, anti-tracking and escape and evasion techniques. Practical aspects of static survival such as building a shelter, the use of pyrotechnics, navigation, collecting water and food are practised. After the first day of land survival, learners must escape and evade to pre-determined rendezvous points. Hot on their trail are the trackers of 500 Squadron and an Allouette III from 22 Squadron. When caught, learners experience a low intensity interrogation session.

On the final day the enemy Allouette turns friendly and rescues the survivors. Learners are treated to braaivleis and cold drinks before departing to their home units. The feeling of most learners after the course is, as summed up by one learner: “Enjoyable, but I am glad that it is over!”

* For more information on the unit, visit our Intranet site http://www.saaf.mil.za:8080/
Integrated strategic planning in our DOD

By Dr Moses B. Khanyile, Director Planning and Programming, Policy and Planning Division

After ten years of democracy, the Department of Defence (DOD) and the South African National Defence (SANDF), in particular, has had to go through various stages of development in terms of policies, processes and procedures. The successful completion of the integration process, which is confirmed by the successful deployments inside and outside the country, was no mean feat.

However, this does not mean that it was all plain sailing. The road was indeed bumpy and arduous. Despite these success stories, the DOD has a single most important challenge in the years ahead - inadequate budgetary allocation and escalating expectations for foreign deployments. Obviously, these are mutually exclusive. Based on the directions provided by Government in its Ten-Year Review Report, it is clear that defence is not going to receive the greatest financial priority status compared to health, education, housing and public safety (police activities).

Paradoxically, the Government’s foreign policy initiatives are going to require increased involvement of the SANDF, in one way or another. Given this dilemma, what can the DOD do in order to ameliorate the situation? While there are many possible answers to this, the common denominator is that of focused integrated strategic planning and innovative solutions.

Defence is no stranger to planning and innovation. Defence forces worldwide actually have a reputation for precision planning and a focus on results. The etymology of the concept of strategy, which is a buzzword today in the private sector, is traceable to the military forces trying to find the most efficient and effective way of communication. Today this communication tool permeates every aspect of any business or organisation of note. Thus, the DOD can also succeed in achieving its objectives through properly designed strategic planning processes that are sensitive to the requirements of Government, that is flexible in terms of its financial constraints and still manage to provide its men and women under arms with a reasonable level of protection when they are sent on operations.

What is integrated strategic planning?

While there may be various definitions of the concept of integrated strategic planning, it could be simplified by defining it as that ‘exercise of comprehensive planning that projects the organisation into the future through programmes, plans and

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Figure 1

Integrated Strategic Planning

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Levels 1, 2, 3 & 4

Functional Planning

HR

Ops

Others

ICT

Log
bureaucracies, which may be classified as exogenous (external) and endogenous (internal) factors. Exogenous or external factors include the overall national strategic environment and the expectations of Government and the general public (civil society and the international community).

Endogenous or internal factors are generally those within the DOD itself. These largely pertain to how the DOD can best deliver on its mandate within its limited budgetary allocation, i.e., improving efficiency and doing more with fewer resources.

One of the exogenous factors includes the Government imperative requiring that strategic planning should be integrated vertically, horizontally and diagonally. Vertical integration covers the interaction between the national, provincial and local spheres of government services. Horizontal integration includes close co-operation between State departments in entrenching best practice in government administration through integrated planning. Diagonal integration refers to cross-sectoral interactions in terms of closely related departmental services. The latter is captured through a cluster system. The DOD belongs to three clusters, namely the International Relations, Peace and Security (IRPS); the Justice, Crime Prevention and Security (JCPS); and the Governance and Administration (G&A).

Within the DOD, integrated strategic planning enables the Minister of Defence, through the Secretary for Defence and the Chief of the SANDF, to oversee the defence function with confidence that the public funds are being properly utilised. It ensures that the Chief of the SANDF can monitor deviations with regard to the combat-readiness of the SANDF, while the Secretary for Defence can account for economic, efficient and effective utilisation of resources. Thus, strategic planning should be informed by the higher order imperatives and strategic directions. Levels 1 and 2 spend more time on strategic direction, while Levels 3 and 4 are primarily concerned with how best to utilise the limited resources. However, that requires strategic thinking and synergy at all levels in order to give effect to the directions provided by the President through his State of the Nation Address and the strategic guidelines of the Minister of Defence, the Secretary for Defence and the Chief of the SANDF.

Conclusion

Integrated strategic planning is an inescapable imperative which has to be applied at all levels of the DOD. This necessitates conscious investment for empowerment (education, training and development) through tailor-made training opportunities across racial and gender lines in order to make the SANDF a benchmark organisation. Furthermore, strategic planning should be demystified such that it becomes attractive to all members of the South African National Defence Force, irrespective of their Service affiliation (SA Army, SA Air Force, SA Navy and SA Military Health Service), racial group and gender, and academic background.

Imperatives for integrated strategic planning

There are numerous factors contributing towards the requirement for integrated strategic planning. These may be classified as exogenous (external) and endogenous (internal) factors. Exogenous or external factors include the overall strategic environment and the expectations of Government and the general public (civil society and the international community).

For the first time ever all ground hostesses in the SA Air Force were granted the opportunity to receive training at an approved training academy at Wonderboom Airport in Tshwane, as part of their training exercise they participated in a mock aircraft accident.

The aim of this exercise was to test the readiness of Tshwane’s emergency services to respond to and manage a disaster situation. Tshwane’s emergency services included the members of the SANDF, the SAPS, the airport authorities, the Fire and Rescue Services and Civil Aviation Authority, among others.

The ground hostesses of the SA Air Force played various support roles, including that of family members who hysterically demanded answers as to the whereabouts of their loved ones. It was thrilling to observe the ambulance services attending to a “wife” who went into shock because of the stress, this caused, while a “daughter”, trying to break through the security area in search of her “mother” at the crash site, caused absolute havoc.

The patience of the emergency services was really put to the test. The day ended with excellent feedback, so much so that the group was asked to participate in another planned mock aircraft accident exercise at an undisclosed airport! The exercise was an eye-opener and the mind boggles to think what our responsibility towards people actually entails, as it would include all people in and around the passenger terminal during a crisis for whom we would be responsible and for whom we would have to care. (Article courtesy Waterkloof AFB PR Section)
The Chief of the SANDF, Gen Siphiwe Nyanda, invited a group of members from different trade unions for a visit to military institutions in Cape Town. The aim of the visit was to build constructive relationships with the representatives of different trade unions.

The group, accompanied by Director Corporate Communication, Brig Gen Kwena D. Mangope, assembled at Waterkloof Air Force Base on the morning of 10 March 2005, where they were briefed and welcomed by the Chief Defence Corporate Communication, Maj Gen Mohato (Dan) Mofokeng, who mentioned that the most important aspect of the visit was to provide an opportunity for the union members, who are regarded as very influential, to get acquainted with the organisation’s activities and of course to show them as taxpayers what was being done with their money. Maj Gen Mofokeng also emphasised that the organisation would appreciate any constructive criticism and suggestions from the union members that will assist the organisation in improving its services.

After the presentation the group departed for Cape Town. It visited different military units and was everywhere warmly welcomed, and enjoyed every minute of the visit. Some members confirmed this during informal discussions.

"If you can't manage change, change will manage you."

The first unit to be visited was Ysterplaat Air Force Base. Lt Col Peter Smith, who is the Operations Co-ordinator, gave a presentation and informed the group of the role and functions of the Air Force Base. Ysterplaat Air Force Base was nominated as the best Air Force Base in the country last year. An interesting observation of his was that the key value of the Unit was to communicate with words or behaviour that does not deceive, but shows integrity, credibility and loyalty.

At 9 SA Infantry Battalion Lt Col Clinton Sandmann, the officer Commanding of 9 SAI Bn, welcomed the group and gave it a brief presentation of the Unit’s activities, which included force preparation of members for deployments.
internally and externally. He also mentioned "Project Resilience", which is conducted to ensure that families of deployed members are fully prepared physically and mentally before the deployment of their loved ones. The group was impressed that women were also involved in the deployments and were doing very well.

Col Phillip Dhlamini, SSO Military Labour Relations, added that it was imperative that the commanders of the troops at all levels look after their people and that their needs were met at all times, as that ensured a highly motivated workforce. From here the visitors went to 2 Military Hospital in Wynberg.

Col Derick Matthee, the Officer Commanding of 2 Military Hospital, indicated that the SAMHS provided the necessary support to the SANDF in land, air, and seaward operations. He also mentioned Projects Masibambisane and Phidisa, which served a very important role in supporting members living with HIV/AIDS, as well as by informing members of the DOD of the risks it entailed.

Ms Thulisile Manzini, the Director Human Resource Policy Management, said that there were youth projects and Military Skills Development (MSD) Programmes, which focused on youth joining the SANDF and then training and developing them. Col Dhlamini added that the DOD had progress satisfactorily in terms of the transformation process, and made an interesting remark, viz: "If you can't manage change, change will manage you". The statement received a round of applause.

The next stop was a Reserve Force unit - the Cape Town Highlanders. This was the unit that the union members felt was really striving for growth and transformation, in which matters it was well under way. The Regiment has strong ties with the community and has an active social life. Lt Col Brad Geyser, Officer Commanding of the Cape Town Highlanders, said that the Regiment was very enthusiastic about the future of South Africa and was committed to serving the people of this country.

When the day ended the members were exhausted from all the activities. Then it was off to the overnight accommodation for a good night's rest.

The feedback received from members clearly indicated that they had gained a general overview of the DOD and that the visit had provided them with insight and understanding of the DOD and its activities.

entertained the group with their diving skills. The group was very impressed, taking into account that some of the young men had come to the Centre without any swimming skills.

Mr Nkane Nganzawe Mqhawathi, the President of the South African Football Players’ Union (SAFPU), said that this visit was crucial as the members of the unions were very influential, and could assist the management with change. They were able to raise issues that could not be raised by members of the DOD, issues that were consistent with the Government of the day and the transformation process. The unions had the interests of the Government at heart.

He thanked the SANDF, on behalf of the group, for the opportunity and indicated that though there were still challenges facing the DOD, the overall impression was that big progress was being made in terms of the transformation process.

The next morning the group visited the SAS SIMONSBERG where the visiting group was impressed by the presentation given by R Adm (JG) Khanyisile Litchfield-Tshabalala, Director Fleet Human Resource. The Admiral assured the group that the SA Navy was striving for affirmation and representivity and that staffing and the promotion of women was part of the SA Navy’s Strategic Plan of addressing the issue of gender equality.

Thereafter the group visited the Diving Centre where Commander Shaun de Boer, the Officer in Charge of the Naval Diving Services, briefed them.

Then the enablement-training divers entertained the group with their diving skills. The group was very impressed, taking into account that some of the young men had come to the Centre without any swimming skills.

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What is the Service Corps?

By Maj Marieke van Staden,
Corp Comm Officer Service Corps
Regional Office Port Elizabeth

Why is the Service Corps a resettlement organisation? Firstly, an individual needs assistance in resettling. Secondly, the DOD has a social responsibility to those members who have been rationalised. Thirdly, members leaving the SANDF may require an organisation capable of providing tailored programmes to give them a competitive edge in the civilian job market.

Background

- The Service Corps is governed in terms of section 80(2) of the Defence Act 1957.
- The SANDF funds the mainstream of the Service Corps.
- The Service Corps has professionally managed structures and facilities throughout South Africa.
- Service Corps training programmes are outsourced to training institutions accredited by the Department of Labour.
- Members enter the Service Corps resettlement programme on a voluntary basis.

Vision

The Service Corps Regional Office Port Elizabeth is a skill enhancement institution striving to enable eligible persons from the Eastern Cape region, who express such a desire, to become empowered, employable and self-sustainable in Eastern Cape society.

How is the Service Corps structured?

The Service Corps consists of a Head Office in Pretoria, a Practical Business School in Mankwe, a Centre for Advanced Training near Atteridgeville, and seven regional offices situated respectively in Port Elizabeth, Bloemfontein, Cape Town, Durban, Kimberley, Polokwane and Pretoria.

The Service Corps Regional Office Port Elizabeth has the following departments: Human Resources, Logistics, Client Administration, Education, Training and Development, Employment Services and the National Employment Network.

The training scheme

The following development programmes are supported by the Department of Education, Training and Development: Adult Basic Education Training, Entrepreneurial Skills, Vocational Skills and Development Training.

Clients who have been trained through the Service Corps

- Former MK and APLA members, who were not integrated into the SANDF.
- Public Service Act Personnel of closed down units.
- Members who made use of the Employer Initiated Package (EIP), the Transformational and Restructuring Programme (TRP) and the Interim Mobilisation Exit Mechanism (IMEM) packages.
- Supernumerary DOD personnel.
- Selected DOD personnel who...
Department is responsible for assisting clients with the difficult task of finding employment.

This department has three distinct areas of focus:
- Job seekers - people who are suitably qualified to find employment in their own fields of expertise.
- Job creators - people who aspire to be self-employed and who could create opportunities for others.
- Wealth creators - people who aspire to establish small, micro and medium enterprises.

**To whom can the Service Corps be of assistance?**

The following people can enter the Service Corps resettlement programme:
- Members affected by rationalisation.
- Members with expiring contracts.
- Certain categories of members in the DOD who require assistance in resettling into civilian life.
- Successful applicants for interdepartmental transfers to the SAPS.

**What are the conditions?**

The Service Corps is part of the SANDF, therefore the rules and regulations of the DOD apply to members during the resettlement programme. All members enter this programme on a voluntary basis.

**Costs**

The resettlement programme provided by the Service Corps is catered for by the DOD. There are, however, time and budget limitations on the training provided.

**What can be expected of the Service Corps?**

Assistance regarding the following: the selection of a suitable career, the facilitation of applicable training, the compilation of a professional curriculum vitae and the seeking of employment.

**Where to find the Service Corps Regional Office Port Elizabeth**

*Street address:* 20 Heugh Road, Walmer, Port Elizabeth.
*Postal address:* PO Box 338, Port Elizabeth, 6000.
*Telephone:* (041) 581 7855
*Fax:* (041) 505 1374

*The Service Corps Regional Office Port Elizabeth is currently busy with a project to update their database regarding military veterans. If you are a military veteran in the Eastern Cape and you have not yet completed the applicable form, please contact the office. See the above-mentioned contact details.*

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**Surgeon General paid Mtubatuba a visit**

*By Lt Musa Nhlumayo*

The Surgeon General, Lt Gen Rinus Jansen van Rensburg, and other military dignitaries visited 121 SAI Bn on 4 March 2005. The Officer Commanding of 121 SAI Bn, Lt Col Keith Aaron, welcomed them. The Surgeon General and his delegation visited the Phidisa Clinic and the sickbay where he met the Acting Health Control Manager, Capt Zethu Xaba, and the Principal Investigator of Phidisa, Dr Thandeka Khanyile. All Phidisa members had the privilege of being introduced to the Surgeon General. From here all the members of the sickbay moved to the Officers’ Mess where Dr Khanyile gave a briefing. The presentation among other things highlighted the current status of the project, including challenges faced by Phidisa. Thereafter the Surgeon General delivered a speech in which he emphasised the welfare of participants in all efforts to make the project a success. It was clear from his speech that Phidisa should not be seen as separate from the SANDF. In other words Phidisa should be fully integrated in the SANDF. He congratulated the staff on the good work that they were doing and assured his full support in all challenges that Phidisa faced. He was very impressed with the neatness and the standard of the site.

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**Courtesy call**

Mtubatuba Military Police was visited by Brig Gen M.J. Ledwaba, the Chief of Military Police, on 24 February 2005. He was welcomed by a Guard of Honour and met by Maj Dennis Khumalo, the Acting Officer Commanding of 121 SAI Bn. WO2 Jabulani Ngwenya, the Detachment Commander of Mtubatuba Military Police, accompanied Brig Gen Ledwaba. The General took this opportunity to visit the “MPs” because he wanted to interact with his members on the ground to find out if there were any problems. During his visit Brig Gen Ledwaba declared that there were no posts available and that members could consider redeployment to the SAPS. He also encouraged members to study.

*(Article by Lt Musa Nhlumayo)*
Creating the **best possible work environment**

By Madeleine Oosthuizen,
PRO IG DOD
Photo: Lulu Mfazwe

The Centre for Effect Analysis that forms part of the Defence Inspectorate is responsible, among other things, for opinion and attitude surveys in the DOD. It has two sections that conduct research either qualitatively or quantitatively.

The members of the Centre for Effect Analysis continuously undergo competency training to ensure that their surveys are conducted professionally and effectively. All Defence Inspectorate personnel are expected to be competent in performing their tasks and high criteria are set in this regard, eg all members of the Centre for Effect Analysis received training from the Tshwane University of Technology (TUT) in Research Methodology during August 2004. Having passed their examinations they received their certificates from Prof C.J. White during a ceremony held at the TUT. Other training they underwent was becoming acquainted with the Public Finance Management Act and Treasury Regulations, and doing the Standards for the Professional Practice of Internal Auditing Course.

A recent finding on the feedback of results of surveys has been reported. Respondents complained that they did not receive any feedback from their commanders or command cadre about the outcome of surveys. As they provided the information, one could expect them to be curious. If the results are not shared with them (through briefings, summaries, etc) they will be demotivated to participate in future surveys and will probably assume the worst about the results. Commanders are reluctant to address the issues brought to their attention through the surveys, and therefore regard surveys as a waste of time. Winston Churchill said: "Men occasionally stumble over the truth, but most of them pick themselves up and hurry on as if nothing had happened." Survey data provide an effective medium through which to capture the opinions or attitudes of a representative group of people in the DOD. Without this medium, the ability of the DOD to identify and respond to the changing needs of its people will be hampered. If you are requested to participate in a survey, please do so! Each respondent has been selected at random to be part of a sample of people who represent members and employees of the DOD. If you do not respond, your views and the views of other members or employees like you will not be considered in policy reviews and changes. Members and employees of the DOD can be sure that the results and findings of each survey are reliable and valid. Scientific research evaluation methods and computer programmes are used to determine the results and findings reported to the commanders or command cadre. The results or findings reported are a very important management tool in improving the work environment and processes and policies in the DOD. Members of the DOD are requested to participate in surveys, have their say, and help the DOD to create the best possible work environment for all its people. Commanders and the command cadre should please continue the flow of feedback to members at ground level. This does not only contribute positively to their morale, but also enables them to think positively and assists in the improvement of each unit or division.

* The SiSwati translation of this article is available on page 39 of this edition of SA SOLDIER.

To obtain a translation of this article or any article published in SA SOLDIER in any one of our 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 - Ed.
Kwakha simo lesihle sasemsebentini

Ngumadele Oosthuizen, PRO IG DOD

Sikhungo se-Effect Analysis lesenta incenye yeLuphiko IwekuFilo IweTekuvikela (Defence Inspectorate) sibuku-kene neluklayo lwembono kanye nekutiphatha kuDOD. Lunetigaba letimbili lelenta lupheno lwemboni nobe belini.

Emalunga esiKhungo se-Effect Analysis ayaceceshela umsebentini ngalokuchubekeko kucinisekisa kutsi luklayo lwabo lwentiwa ngebucwepheshe futsi ngendlele lekahe. Bonkhe basebentini beLuphiko IwekuFilo IweTekuvikela balindlele kutsi bengu likhona ekwenxeni imisebenzi yabo futsi nelizinga lelisetulu libekwi ku-lokou, Sibonenko, onke emalunga esi-Khungo se-Effect Analysis atfole luceceshwa kuTswhane University of Technology (TUT) Iwe-Research Methodology nga-Agasti 2004. Emva kwekuchu-phemela elohlouweni lwabo batbole titifiketi kuNjingealwati C.J. White emcinbimi lobanjelwe eTUT. Lokunye kuceshewa labakufutile kutsi bengu nelwati IweMsetfo wekuPhatlwana kweti-Mali tesiVe (Public Finance Management Act) kanye neMsetfo-timiso yeteMginimafa (Treasury Regulations), kanye nekwenza eMaZinga ekuSebenta ngeBUcwepheshe esiFundvo sekuCwaninga ngeKhatsi.

Umphumela wamanje embikweni wetimphendvulo teluklayo ubikwe. Baphendvulo bakhalhe ngekutsi abatit-foli timphendvulo kubakhomuzi babo ngemiphumela yeluklayo. Njengobe bangikwazi imiphumela (ngekubatsha, ngatifinyeto, njili) bawenucedwa emandla ekuhlanganyla eluklayeni lwapheshe futsi ngaphendvulo. "Bantu bavane kugileka ngeliciniso, kodwalwa labanye baba bayavukwa emacandzeni bakhubeke kwangatsi kute lokwentekele. "Idatha yeluklayo iniketa indlela lesebentake lekutsatfwa ngayo imibono kanye nekutiphatha kwelicembe lebantu lebasemwe ku-DOD. Ngaphandle kwalendlela, likho-no leDOD lekubona kanye nekuphen-dvula etidingweni letigucukako te-bantu bayo litawuvinema. Uma ucel-we kutsi uhlanganyelwe eluklayeni, uyacelwa kutsi wente njalo! Umutfu lophendvlakalanga ngamunye laphe nalapha kutsi baba yincenye yesemphulhi yebantu labamele umalunga kanye nebasebentini beDOD. Uma ungaphendvuli, imibono yakho kanye nemibono yalamaney emalunga nobe basebentini njengawo ukuhle ukuthandwa inikwinto witingcuka. Emalunga ka-

...
Without fear and beyond blame

By Col Xolani Mabanga and Lt Col Neil Bennett, UK Royal Marines

Lt Gen (retired) Romeo Dallaire, the Canadian General and UN Force Commander of the UN Peacekeeping Force in Rwanda during the '100 day' genocide in 1994, visited the SA National War College on 23 February 2005.

Lt Gen Dallaire gave a stimulating presentation called "When humans don’t seem to count - Rwanda 1994" to the learners of the fourth Joint Senior Command and Staff Programme (JSCSP) at the College.

The presentation was relevant across the spectrum of learning and cut across all levels of warfare. Lt Gen Dallaire was an excellent speaker who captivated his audience with his insights, critical reflections and progressive outlook.

Today we are faced with the challenges of non-classical war and the "New World Disorder" - where too much of humanity is experiencing genocide, intra-state conflict, ethnic cleansing, terrorism and as a result are "deeper in the mud, the blood and the suffering of indignity".

The lessons of the past are not being learnt, and regrettably the mission in the Sudan is potentially going the same way as Rwanda.

The General was put through his paces, conveying his powerful message, as he transported us back to Rwanda in 1994 from "war to peace to civil war to genocide in one year". The 2-hour slot hardly seemed to do justice to this tragic state of affairs and emotionally charged subject. However, Lt Gen Dallaire steered his audience through the tragedy with a clear sense of purpose, yet with an array of emotions - anger, irony, sadness, but always with passion and dignity.

The challenges of command, leadership and resource management were all brought alive by the General’s personal experience and his command in Rwanda. For commanders he set the fundamental priorities as the mission, personnel and only then themselves. The keys of leadership are building cohesion in your team, caring for the well-being of your subordinates, maintaining a sense of humour and being irreproachable (ie without fear and being beyond blame).

Teamwork is primary. Whenever possible take your own logistics - you can seldom rely upon anyone else - and, use the media as a weapon and force multiplier.

There are all kinds of legal, moral and ethical dilemmas - from strategically set mandates and Rules of Engagement that potentially stifle the mission, to the toughest of decisions on the ground by young commanders.

A UN corporal and his team are on patrol in a village to safeguard the local
people in a church. Suddenly, the team is attacked by an armed group of a dozen or so young men and boys aged between 12 and 19 years. The team takes casualties. Do you return fire at this group, which includes child soldiers? As you consider your options, suddenly another similar armed group starts firing and attacking you from the opposite side. This group of child soldiers are shielding behind innocent young girls, some of whom are pregnant. Do you fire back and risk killing child soldiers or, worse still, the innocent girls being used as shields? If you do not act quickly, you will take more casualties, possibly even fatalities. What should you do? You have 20 seconds to consider your options and make a decision (that is 19 seconds more than the corporal had!). Oh, and don’t forget that you are the only life-line for the local people in the church.

Lt Gen Dallaire continued to identify the skills required by officers to meet the challenges of today’s ‘non-classical war fighting’, viz peace support operations. He is also a fervent supporter of greater integration between the major elements of an operation: political, military and humanitarian. Arguably, greater integrated education and integrated training by individuals from all these different elements will lead to greater integration during operations and thereby increase the likelihood of producing “one aim, one result, and mission success”. This integration was lacking in Rwanda in 1994.

It was fitting for Maj Karamaga Didas Ndahiuro, our Rwandan learner, to thank Lt Gen Dallaire for what will turn out to be one of the most memorable, evocative and thought-provoking presentations of the year.

Lt Gen Dallaire then presented signed copies of his book “Shake Hands with the Devil” to the Commandant of the College, Brig Gen Willy Nkonyeni.

Comment

Humanity, and in particular the youth, has a greater hope for a better future provided there are leaders of the calibre of Lt Gen Dallaire to command these complex and demanding operations. The JSCSP aims to provide the DOD and the SANDF in the future with such high calibre commanders by exposing officers from all services to operational level education, training and development in the joint environment, including joint warfare.

Furthermore, the College is developing a national peace mission Education Centre to extend this capacity; in the first instance to a wider military audience in due course, and to a wider integrated audience, potentially including civilians from across government, NGOs, media and civilian police. Also, projects such as the one initiated by Public Works with the DOD at SAS SALDANHA - the 2014 Youth Foundation and the Military Skills Development Programme - will contribute to a more integrated approach to peace missions by bringing together not only military, political and humanitarian elements, but also “developmental peacekeepers” such as engineers. South Africa is at the forefront of new initiatives to contribute to a more stable and peaceful Africa.

*Col Xolani Mabanga and Lt Col Neil Bennett, UK Royal Marines, the co-authors, are both at SANWC Research and Development and are currently responsible for developing a national peace mission education centre at the College.

New leadership

By Sgt Maxie MacMavis, Journalist Ad Astra

Col Tsoku Mooipati Khumalo is the first black officer to command Langebaanweg Air Force Base. Born in Soweto, he spent his young life growing up between Soweto and Osizweni in Newcastle. He left the country early in 1983 and matriculated in SOMAFCO, the ANC School in Morogoro Tanzania. He then joined MK in 1985. After his military training in Ethiopia he went to Angola and became a member of the Caculama (Barney MoloKOANE) Camp Commissariat. In 1983 he was among a second group of MK operatives sent to the USSR to study military aviation at the Frunze Military Aviation College in Tokmak, Kyrgyzstan. It was at Tokmak that he did his basic military jet flying on the AERO L-39.

Col Khumalo integrated into the SA Air Force as a Captain in 1994. He was sent to Langebaanweg Central Flying School where he completed his ground school phase. During his flying career he has been privileged to fly the Impala at 85 Combat Flying School at Hoedspruit Air Force Base and the Cessna 208 Caravan at 41 Squadron at Waterkloof Air Force Base. In 2003 he attended and completed the Joint Senior Command and Staff Programme at the SA National War College and was appointed as Senior Staff Officer Strategic Plan at Directorate Air Capability and Plans in the Air Force Office in 2004.

The core business of Langebaanweg Air Force Base is flying training. Col Khumalo and Col Graham Barr, the Officer Commanding of the Central Flying School, are responsible for preparing flying crews for the SA Air Force in the roles that the Government requires.
Questions asked about generic medicines

What are generic medicines? A generic medicine is a copy that is the same as a brand name in terms of dosage, safety, strength, how it is taken, quality, performance and intended use.

Are generic medicines as safe as brand-name medicines? Yes. The MCC requires that all medicines be safe and effective. Since generics use the same active ingredients and are shown to work in the same way in the body, they have the same risks and benefits as their brand-name counterparts.

Are generic medicines as strong as brand-name medicines? Yes. The MCC requires generic medicines to have the same quality, strength, purity and stability as brand-name medicines.

Do generic medicines take longer to work in the body? No. Generic medicines work in the same way and in the same amount of time as brand-name medicines.

Why are generic medicines less expensive? Generic medicines are less expensive because generic manufacturers do not have the investment costs of the developer of a new medicine. New medicines are developed under patent protection. The patent protects the investment - including research, development, marketing and promotion - by giving the company the sole right to sell the medicine while it is in effect. As patents near expiry, manufacturers can apply to the MCC to sell generic versions. Because those manufacturers do not have the same development costs, they can sell products at substantial discounts. Also, once generic medicines are approved, there is greater competition, which keeps the price down. Today, almost half of all prescriptions are filled with generic medicines.

Are brand-name medicines made in more modern facilities than generic medicines? No. Both brand-name and generic medicine facilities must meet the same standards of good manufacturing practice. The MCC will not permit medicines to be made in sub-standard facilities and regular inspections are conducted to ensure standards are met. Generic firms have facilities comparable to those of brand-name firms. In fact, brand firms are linked to an estimated fifty percent of generic medicine production. They frequently make copies of their own or other brand-name medicines, but sell them without the brand name.

If brand-name medicines and generic medicines have the same active ingredients, why do they look different? Trademark laws do not allow a generic medicine to look exactly like the brand-name medicine. However, a generic medicine must duplicate the active ingredient. Colours, flavours, and certain other inactive ingredients may be different.

Does every brand-name medicine have a generic counterpart? No. Brand-name medicines are generally given patent protection for twenty years from the date of submission of the patent. This provides protection for the innovator who laid out the initial costs (including research, development, and marketing expenses) to develop the new drug. However, when the patent expires, other drug companies can introduce competitive generic versions, but only after they have been thoroughly tested by the manufacturer and approved by the MCC.

What is the best source of information about generic medicines? For more information on generic medicines contact the National Association of Pharmaceutical Manufacturers at tel no: (011) 484 5281/7768 or your nearest military pharmacist.

Transformation is indeed alive for people with disabilities

I, Cpl D.L. Zwane from 7 SA Infantry Battalion in Phalaborwa, would like to extend a warm appreciation to the members of Directorate Equal Opportunities, especially Mr Kobus Swart from the Disability Equity Section for visiting the unit last year. Your visit was a real eye-opener for me and it has changed my life drastically. There is indeed transformation, as I was able to see it for myself. I would like to express my sincere appreciation to WO1 T.S. Mkhabele, our Labour Relations Manager, for ensuring that I obtained access to the toilets, proper parking and ramps in order to facilitate mobility in the workplace, and I am not forgetting my colleagues at the HRSS Section and all the members of 7 SA Infantry Battalion in Phalaborwa, would like to extend a warm appreciation to the members of Directorate Equal Opportunities, especially Mr Kobus Swart from the Disability Equity Section for visiting the unit last year. Your visit was a real eye-opener for me and it has changed my life drastically. There is indeed transformation, as I was able to see it for myself. I would like to express my sincere appreciation to WO1 T.S. Mkhabele, our Labour Relations Manager, for ensuring that I obtained access to the toilets, proper parking and ramps in order to facilitate mobility in the workplace, and I am not forgetting my colleagues at the HRSS Section and all the members of 7 SA Infantry Battalion. Let us show the able-bodied members that we are playing a vital role in the transformation process.
Live ammunition for future leaders

Maj P.I. Moeketsi, SO1 Research and Speeches, Army Communication

Not until those who serve accept the reality that the military is a thinking profession, will they ever become the masters of their profession. Any military leader who seeks to pursue military-strategic objectives with audacity and the strength of will, especially in the complex realities of the African battle space must, as a matter of principle, be an astute thinker who devotes quality time to the study of the art of war and strategy. The ever-changing military environment and the recurrence of costly mistakes therefore serve to emphasise a greater need for continuous learning by those in active service, victors and vanquished alike. Col Eddie F. Drost obtained a prestigious Master of Strategic Studies degree from the United States Army War College (USAWC) last year. Col Drost, the former Acting Commandant of the SA Army College and now a project officer at Army Headquarters, was offered the opportunity to study at the USAWC as from May 2002. Since then he persevered in the pursuit of knowledge until the end of July 2004, when his name featured on the final list of 282 graduates out of an initial 426, who successfully completed the programme. The USAWC presents the strategic studies programme to the cream of the crop. In this institution of training excellence Col Drost was introduced to modules of high quality and relevance, such as National Security Policy and Strategy, Strategic Challenges for the 21st Century, Strategic Leadership in Current and Future Warfare and he also submitted a mini-thesis entitled "Operation BOLEAS - A Catalyst in Creating South African Intervention Criteria". “American soldiers have internalised their armed forces’ vision and have accepted it as a way of life; they know and understand their values and culture and take great pride in them. They set store by continuous learning, which is mostly futuristically inclined and their unwillingness to compromise their high standards of training ensures that there are no passengers on their courses,” said Col Drost. He said: “They (Americans) have aligned issues of national interest with the military actions in a way that encourages and promotes unity of effort across the entire spectrum of the levels of war”. Col Drost strongly recommends that the SANDF avail its officers of these learning opportunities in other defence forces, which yield invaluable returns for both the individual and the organisation. “Of course, one still needs to understand the uniqueness of South Africa and its people and our role on the continent. The knowledge acquired abroad should be tailor-made for interpretation and applicability in our own environment.” Suffice it to say that through a resolute stance on the culture of continuous learning, military leaders equip themselves with live ammunition that heightens their knowledge and understanding of the profession of arms.

Keep your employees safe

By Nthabiseng Mogase, Third-year Student in Public Relations

For a lot of employees their workplace is a home away from home. A home denotes safety, comfort and warmth. Employers should therefore make sure that the workplace environment is as safe and comfortable as the employees’ home. Most SANDF employees spend a minimum of eight hours at work. So the risk of having an employee injured at work can be a worry for his immediate family every time he goes out to work. Employers will not only be held responsible should the workplace not adhere to the rules and regulations governing safety, but they will also be held accountable. Providing employees with safety equipment and clothing is simply not enough to keep them out of harm’s way. It is your obligation as an employer to make sure the employees have a full understanding of the risks involved in all work, activities and systems of work. The DOD should identify all the risks and establish control measures. The employees should have the knowledge of the risks and how these risks can be eliminated from the workplace. Training employees in the use of personal protective equipment and clothing will help to empower them. Training can take time and can slow down production, but the benefits are beneficial in the long run. An injured employee can end up costing the organisation more than if it merely removed a risk from the workplace. Therefore a cost analysis should be undertaken to measure the cost-effectiveness and benefits of removing the hazard from the workplace. At the risk of repeating myself I will say again, DOD employers should make sure they comply with the Safety Regulation Act by taking all steps necessary to prevent hazards at work. They must be able to prove that they have trained their staff properly regarding these measures. Employees are the heart of any organisation. They keep the spirit and livelihood of an organisation going. So keep your employees safe and take care of them and they will show pride and loyalty in their work, as they will feel as if they are at home.
Pedagogy versus Andragogy

By Lt Col L.M. Xabanisa, COLET

It would be correct and easy to understand the two concepts in a historical context. As far back as the 1930s the only model that had been used in designing, developing and operating educational activities for adults was the model that had developed in the Middle Ages, between the 7th and 12th centuries in the monastic schools of Europe for the basic education, ie reading, writing and arithmetic of children. That model had to be labelled as "Pedagogy" - the pedagogical model. Pedagogy comes from the Greek word "pais" (meaning child) and "agogos" (meaning guide or leader of). Literally, pedagogy means "the art and science of teaching children."

By 1935, however, teachers of adults had discovered in the hard way that if they taught adults according to the pedagogical model, there were some consequences. Their retention rate would go down. They began discovering, artistically, that adults resisted and resented being taught as if they were children. At that point they had begun experimenting with different approaches to organising their learning activities and engaging their learners in the process. For example, one thing they found out was that they had to do much less lecturing and take part in many more participative activities with adults, if they wanted to retain them as students.

Therefore, between 1935 and the 50s, they began evolving a body of intuitive or empirical knowledge (a knowledge gained from experience) about the adult learner as a unique entity, differentiated from at least what we traditionally perceived to be, viz young learners.

In the 60s some research on adult learning processes were reported. A foundational study entitled "Inquiring Mind," by Cyril Houle of the University of Chicago, appeared in 1961. This was a study of "What were the processes that people who were continuing their own learning, were going through?" It produced some spin-offs in that it proved that the ultimate need of adults was to achieve complete self-identity through the development of their full potentials and the extent to which adults are given an opportunity to leave a given experience with heightened curiosity and with increased ability to carry on their own learning.

Another spin-off was a major study by Alan Tough at the Ontario Institute for Studies of Education in Toronto called "The Adult Learning Projects." Tough's research started with a very interesting research question, which was "How do adults learn naturally when they are not being taught?" Tough had a feeling that it was true that there may well be a kind of a natural process that when people learn things outside school, they go through a series of steps that are different from the steps that they went through in school.

Tough's second feeling was that if it is so, then perhaps much of the teaching interferes with learning if it is out of phase with a natural process of learning. Therefore Tough's research came up with clear findings that there was a natural process of learning and too much teaching does interfere with learning because it is out of phase with a natural process.

As a result of these two streams, the empirical, experienced-based knowledge gained by teachers and the research-based knowledge gained by researchers, there began evolving a body of theory and technology that needed to be distinguished from the traditional body of theory and practice of "pedagogy." The Europeans coined the word "Andragogy" to provide a differentiating label for this new body of theory and technology. The label "Andragogy" also comes from Greek words, "aner," (meaning man). The only word that the Greek had for adult is "agogos" (meaning guide or leader of). Therefore, "Andragogy," at least initially, came to be defined as "the art and science of helping adults to learn," in contrast with "Pedagogy," which is the art and science of teaching children.

Adult Education became to be labelled "Andragogy" when a Dutch scholar discovered an article written in 1833 by a German educator in which he had used the word. This apparently is the earliest date for the coinage of this word. However, it had been coined independently by the French, Yugoslavs, etc and it is now very widely used in Europe and is increasingly used in the US to label the modern concepts about adult learning as a comprehensive body of theory.

I have often heard that our institutions of learning in the DOD apply an adult approach in their design and practice of their programmes. However, what is lacking is the absence of "Andragogical" principles. This article is mainly for the DOD Education, Training and Development (ETD) managers, practitioners and learners. It means that when we speak of an adult approach in our distance learning and ETD environment, we are actually speaking of an "Andragogical" model or principles - the art and science of teaching adults. The basic principle of adult learning is that as Education, Training and Development Practitioners (ETDPs), we do not teach adults, but help them to learn or to discover on their own. Hence, Adult Education is defined as "any process by which men and women try to improve themselves by increasing their knowledge, skills and attitudes."

I intend to publish a number of short articles on adult learning. In order that we can understand and practise Adult Learning in the DOD better, we need to read all the articles in conjunction with each other. These articles will appear in the SANDF COLET ETD Newsletter and/or SA SOLDIER.
Empowering women in sport

The first SANDF Directorate Physical Training Sport and Recreation (DPTSR) Women’s Indaba was held over the period 28 February to 2 March 2005. Women from all four Services and from all nine provinces joined forces to address problems confronting them in SANDF sport and recreation.

The theme was *The road to fitness paradise.* The Indaba was held to discuss the present fitness status of women stakeholders and to find solutions to problems.

Women bonded over these three days at the Bluff Military Base in Durban to discuss their position and role in sport within the SANDF. Col Peter Kobbie, the Officer Commanding ASB Durban and Chairperson of the Military Sports Club KZN, formally opened this event on behalf of the GOC Army Support Formation, Maj Gen Robert Mandita.

Col Thembi Mkhulise, SSO Internal and External Liaison of DPTSR and the CISM SA Women’s representative, led the sports indaba. Col Mkhulise confessed that she fought for women. Thus, since 2002 she has battled for this indaba to take place.

The programme was full and varied. Maj Lorraine Miya from SO2 Internal and External Liaison of DPTSR briefed the women on the International Military Sports Council (CISM). Maj Poala Wood from the Joint PTSR Training School spoke to the women about research on SANDF women’s fitness. Her aim is to research physical fitness of women within the SANDF. Maj Wood said that women in the SANDF should make use of the opportunities in the Defence Force. Few women, for example, enrol or even complete the ‘PTI’ Course.

The women were privileged to have Ms Sumayya Khan, the newly appointed Head of the Department of Sport and Recreation KZN, address them on an issue affecting women who participate in sport in the SANDF, viz equality. The aim of the Department of Sport and Recreation KZN is to address this and capacitate women for optimal participation in sport. The vision of this department is to correct gender imbalances in South African sport and society by facilitating the active participation of women and girls from grass roots to elite levels.

Every afternoon after lunch the groups split into syndicates to discuss and debate certain problems, which were then presented to the entire group and consolidated into a working document. Three days of deliberation brought the women to the conclusion that on the positive side they have the opportunity to participate internationally and externally, and can participate in previously male dominated sports and fill management positions.

However, on the other side of the coin was a lack of funding, coupled with resistance to change, a lack of qualified coaches, negative attitudes of supervisors, low fitness levels, age and discrimination at various levels, eg nepotism, gender, groups and body size. Development was seen as a major opportunity within the sporting community, as well as budgeting and regional women’s sports indabas. The major threats to women’s sport in the SANDF were nepotism and grudges, lack of commitment and motivation coupled with misuse of sports periods, HIV/AIDS, age and sexism.

The sports indaba was not all work and no play. In Exercise *Ayigugi* (it does not get old) various games were played on the beach, such as volleyball and touch rugby. In Exercise *Wawungakanami* (how old were you) many board games, such as monopoly were played. The cultural activity included getting to know Durban. The indaba ended with Exercise *Laploga*, a fun *braai* for all participants.

Angling alive

The Pretoria Military Freshwater Angling Sports Club did us proud in the Gauteng North (General) League for the 2004/5 season. In the Senior A League the A Team came second and the B Team came eighth out of twelve teams that took part in the league. In the Senior B League the C Team ended eighth of the twelve teams that participated in the Women’s League. *(Article by WO1 Dave du Toit, the Liaison Official for the Club)*
Ensure that weapons can never fire again

The United Nations report on small arms of 1997 recommended that states should exercise restraint in the transfer of surplus small arms manufactured solely for the possession and use of militaries and police forces, and should consider the possibility of destroying surplus weapons.

The South African National Conventional Arms Control Committee (NCACC) took the decision to destroy all redundant, obsolete, unserviceable and confiscated semi-automatic and automatic weapons of a calibre up to and including 12.7 mm held by the State.

This decision was subsequently ratified by the South African Cabinet and has since been official South African policy. This policy has been implemented by the South African National Defence Force (SANDF), which destroyed 260 000 small arms as part of Operation MOUFLON. This destruction was elaborately planned and carefully implemented to ensure that the safety of the personnel was maintained and that the weapons would be rendered unusable.

In developing its policies, South Africa reviewed the emerging international practice in weapons collection and destruction, including reports prepared by the United Nations and its agencies. These reports, however, while valuable in providing an overview of techniques and practices, did not offer the level of detail necessary to plan and implement a large-scale process of destroying surplus State-owned weapons.

Therefore the SANDF developed its own procedures for planning, implementing and verifying the anticipated weapons destruction programmes. When the authors of the book, Sarah Meek and Noel Stott, were reviewing the material provided by the SANDF they recognised that these procedures could prove valuable to other countries contemplating such programmes.

The information provided in this guide is based on the experience of destroying 260 000 surplus small arms and is designed for planners and practitioners of weapons collection programmes.

The guide attempts to strike a balance between offering generic information that will be of use to a number of countries and providing specific illustrations of the approach adopted by the SANDF. It is hoped that by taking this approach it builds upon earlier work on weapons destruction techniques and adds to the available literature.

The introduction of the 65-page book, *A Guide to the Destruction of Small Arms and Light Weapons - The Approach of the South African National Defence Force*, states that in the area of small arms, South Africa has been a participant in efforts to prevent the illicit trafficking of small arms and light weapons (SALW) and for better regulation of the legal use of SALW.

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Dance the night away

If Latin American dancing is for you, read on. The Pretoria Military Sport Council’s (PMSC) Dance Club was started in 2003. The dance training is mainly in Solo Latin American dancing. You do not need a partner for this. The club has one Bronze Level 1 teacher and two Beginner Level 1 teachers, and is in the process of qualifying more teachers. Practice is on Wednesdays at 13:00 in the PMSC Hall at Thaba Tshwane.

For SANDF members in the Cape who are interested in starting their own Defence Solo Latin dance club, you can contact Amanda Peaceful at cell no: 072 414 5890 to get you started. All dance clubs must be affiliated with the PMSC Dance Club before practice can begin. For more information contact any of the following club committee members:

- Capt Lizette Lombard, Chairperson, at cell no: 082 442 6286 or tel no: (012) 355 1335 or fax no: (012) 355 1707.
- WO1 Dave Fourie, Chief Trainer, at cell no: 082 927 1711.
- WO1 Barend Joubert, Club Members’ Representative, at cell no: 082 975 6332.
- Sgt Lizelna Maritz, Bronze Level 1 Teacher, at cell no: 072 128 8768.
- Lt Col Hettie Cronje, Beginner Level 1 Teacher, at cell no: 082 829 5755.
- F Sgt Tania Vallentgoed, Beginner Level 1 Teacher, at cell no: 082 578 1451.
- S Sgt Annie Turner, Finance Member, at cell no: 082 975 6332.
- WO1 Barend Joubert, Club Members’ Representative, at cell no: 082 574 3834.
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