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FRONT COVER: Read all about the SA Forces Cricket Championships on page 42. (Photo: F Sgt David Nomtshongwana)

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From the Editor's desk

T
his month SA Soldier celebrates its 7th birthday. Although it is still little beyond its infancy, I am sure our readers are as fond of the magazine as the editorial team. Hope you enjoy this edition as much as we had fun compiling it for you!

We appreciate your support and compliments throughout the year. Thank you. Remember that SA Soldier is your magazine and therefore we once again invite you to write to us and inform us about what you want to read in your magazine. Your comments and feedback will always be welcome.

Talking about childhood and youth, the Department of Defence (DOD) is a key role player in the day-to-day running of youth development in South Africa, especially its Military Skills Development Program (MSDS).

At a DOD Imbizo recently held in Ga-Maja in Limpopo the Minister of Defence, Mr Mosiuoa Lekota, urged learners and the youth of Limpopo to join the MSDS. “The MSDS seeks to rejuvenate the human resource composition of the SANDF and to grant development opportunities to the country’s youth by equipping them with scarce skills, including engineering, medicine and pilot training,” said Minister Lekota.

He added: “Limpopo is a small province, but we have to develop healthy, skilled young people and attract and create a bigger pool of talent from the disadvantaged rural communities of this province and also draw prospective candidates to serve in the SANDF.” (Read pages 10 and 11.)

A second DOD Imbizo was held in Siyabuswa, Mpumalanga, with a view to uplifting the education system and raising the awareness of the youth about the different careers within the SANDF. The Deputy Minister of Defence, Mr Mluleki George, led the Imbizo and spoke about opportunities the SANDF was offering, with specific reference to the MSDS. (See pages 12 and 13.)

Healthy and fit young South Africans of all races between the ages of 18 and 22 are welcome to join the SA National Defence Force to rejuvenate its human resource component. President Thabo Mbeki said during the State of the Nation address in Parliament earlier this year that the MSDS intake would be increased from the current 4 000 to 10 000.

On this high note I should like to thank the editorial team and the Editorial Board, as well as all the contributors to SA Soldier for the loyal support and passionate commitment throughout the past year. Here’s to our 7th anniversary!

Nelda Pienaar
Editor

Ho tswa ho Mohlophisi

A
groeding ena SA Soldier e keteka selemo sa bosupa. Le ha kuana e sa le lesea ke dumela hore bulbana ba rona ha rata makasine ena jualo ka ha selolopha sa bokholphisi se o rata. Re dumela hore le tla thabola kgaotso ena jualo ka ha ne re re thabile ba re le ke kgobokanyeletse yona! Re ananela tshelhetso le matšanawo ao re le re ngan ona ho pota le selemo. Re a lebeka. Hopolang hore SA Soldier ke makasine tsa lona mme ka lona le boetsa le re mena hore le re ngolele le bo helile hore le balo la hala ka eng makasineeng wa lona. Ditšuvaedi tsa lona di tla amešole lekamehla.

Re sa bua ka bongosana le botjha, Lefapya la Tšiireletseng la ke karo-lo e boheloka ya tshetshepale ya botjha le basitsei le basitsei mona Afrika Borwa, haloholoha ka Mokoaga wa Ntsetsopale ya Bonono ba Sesole (MSDS).

Imbizong ya Lefapya e nenq e hooleditsitse mane Ga-Maja kuana Limpopo, Letona la Tšiireletseng, Mong Mosiuaa Lekota o ile a rotloetsetsa botjha ba Limpopo ho joena MSDS ya SANDF. “MSDS e balo ha maseketsa karolo ya botho ya SANDF le fo fana ka menyetla ya tshetshepale batjhoung ba naha ka ho ba ba bonono le tsebo ho tsa boenjineri, bongaka le bofophisi ba diphume,” ho tjholo Letona Lekota.

O tlatselitsele a re: “Limpopo ke profensi e nyane, empaa re tshiwatanetsa ho tshetshepale botjha ba skhalileng ba nang le bokgoni mme re halile le ho thula seholo bolo seho sa ditalente ho tšowa bhaahing ba mahaen ba nang ba ketelele e botjha ke profensi ena le hore re thonye bae e tla ba buitlholo ba tla sebeletsa SANDF.” (Bala maqephe a 10 le 11.)

Pitso ya boledi e ne e tshoerwa Sigabusa, Mpumalanga, maikemselese e le ho helale botjha maloletsana ka meselebetsi e teng ka hare ho SANDF, Motlatse Letona la Tšiireletseng Mong Mluleki George o ile a etella pele Imbizong ya mme a bua ka menyetla ho SANDF e fanang ka yona, a lile a toboketsa MSDS. (Bona maqephe a 12 le 13.)

Botjha ba Afrika Borwa ena kaqoela ka skhalileng ba kweneng ba meratlhe yohele pakeng tsu dlimo tse 18 le 22 ka ba ingudiisa bakeng sa makono ho SANDF. Mopresidente Thabo Mbeki o buile ha a tshetlilehela naha pua Palamenteng pejana selemoena sena hore palo ya MSDS e tla moqoletse ho thloa ho 5 000 ya ho ya ho 10 000. Taba di sa le selohlothoeng tšina e re le leboho selolopha sa bokholphisi le Bota ya Bokholphisi le bolole le bote kaentho mhelolo ho SA Soldier bakeng sa tshelhetso e se nang moedi le bolole boho le bo bolohlithoeng selemoena sena se fìleng. Madume ho selemo sa rona sa bosupa.

Nelda Pienaar
Mohlophisi
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EXTERNAL DEPLOYMENT

The SA Government is playing a fundamental role in bringing peace and promoting talks among the fighting groups in the Sudan, the Democratic republic of Congo (DRC), Burundi and the Ivory Coast. Men and women deployed in these countries have left everything at home to be involved in peacekeeping missions to preach the gospel of reconciliation and peace in these war-torn countries.

I write this letter to commend the role played by our military commanders during our external military operations. One of those committed members is Capt L.N. Mushwana from 7 SAI Bn, who started to deploy externally with me in 2002 in Burundi, and later in 2004 and 2005 in the DRC. It was commanded by him and his 2IC Capt E. Masebe. During our two months’ rotation around GINA District, community members complained strongly when his term was over and they demanded that his stay should be extended. In a week he was commanded to go back to command C-Company deployed there. He never stayed long at home, and was commanded to deploy with 14 SAI Bn and elements of the Military Skills Development System (MSDS), which was also a success. All this was a sign that this man understood the true meaning of the Code of Conduct of the SANDF. I came to the conclusion that we could make South Africans proud of us. I am currently deployed with him in the Sudan for six months (4 November 2007 to 4 May 2008) and we are still doing fine (tumus) in our 5th month together. I arrived a day after he did and today is like the first month of our deployment. Before he gives us orders he asks first: “anything bothering you”. As I said he still enjoys to be

LET’S GO DOWN MEMORY LANE

Heita da! A colleague lent me books to read and in one of them I found this poem by Sydney Sepamla. “Contrast” (the name of the publication) was published in April 1974. Does anyone understand what’s being said here? Especially the “old timers” and “old ladies” of Kofifi/Sophiatown who used to “ringo” hierdie taal. Eintlik we have them in the DOD, vir seker.

Come Duze Baby

Hela Baby!
Zwakala daarso
Of hoe sé ek?

Jy moet my notch
Kyk my mooi sweetie
Ek is nie een van hulle
Jy ken mos
Die Hill-brow type.

Hela Sisi!
Look sharp
Otherwise jy val

Met my “M”
Jy val soos ’n sak kool.

Ek wil jou weeside
Of ptaat jy net met situations
Die manne met ’n ntanjana
Die Stetson oekies
Die Mpala-mpala outies
Wat jy ruu
Met Manyeledi
And Mgababa
Of hoe sé ek?

Baby jy’s ’n wash-out
Hulle vang jou
Sluit jou toe
For Immorality
’S true met my ’P’
Jy’s ’n has-been.

Kyk, ek mca jou baby
Ek is serious
My bart maak shandies
Jy ken mos
Die downtowm beat
Van Jimmy Smith se mojo.

Ek praat die real ding
Moentie dink
Ek wala-wala net stof

Ek wil jou cover
Ek wil jou smekana
Jy ken mos
Die movie-star ding.

Jy’s my number one mbuzana
Die neneeweet
Jy’s my eie ding
Met my ma!

Baby come duze!
Come duze baby!
Lebohang Mathibela,
Chief Language Practitioner

* Translation taken from the same book

Hello baby! Listen there,
or how shall I say?

You must watch me - look
my pretty sweet, I’m not one
of those, you know what I
mean, the Hillbrow type.

Hello Sisi! Look sharp,
onwise you’ll fall like my
ma, you’ll fall like a sack of
coal.

I want to tell you some-
thing or do you only talk to
swells, men with ties, the
Stetson guys, the chaps with
limousines who take you for a
ride with a trip to the Kruger
Park (Black section) and
Durban’s black beach, or how
shall I say?

Baby you’re a washout,
they’ll catch you, lock you up
for immorality.

It’s true, like my pa you’re
a has-ben.

Look, I love you baby. I’m
serious, my heart goes pit-a-
pat like, you know, the down-
towm beat of Jimmy Smith’s
band.

I’m speaking the real
truth, don’t think I’m babbling
just nonsense.

I want to hug you, I want
to kiss you - you know how,
the movie-star style.

You’re my number one
lamb - the Lord only knows,
you’re my own thing like my
ma.

Baby come close, come
close baby...
OUR EXPERIENCE IN THE SUDAN

Peacekeeping is not an easy job, but if you gain the local population’s trust, then your job becomes easier. I was one of the fortunate members who most of the time went out with the convoys, so I got to see the situation firsthand. By going there I tended to appreciate the little that I had back home because I saw that there were many people who had nothing and yet I still complained. I realise that I have been abundantly blessed and for that I should be grateful.

Sudan is a beautiful country that has been wounded; it only needs a doctor, we, the peacekeepers. A lot of medical attention will heal the wound. You can see there is a bright future ahead for the children, but the fighting is a stumbling block.

South African forces deployed in the Sudan have made a difference to the lives of some Sudanese. We have managed to interact with the locals, which is a big step forward. We conducted much confidence building and show of force patrols, firewood patrols, night patrols, market patrols, interacted with locals through matches and attending functions when they invited us, which was a positive thing and we invited them too.

Winning the locals’ souls was an exercise that took time and required a lot of patience, which we were getting there because its surprising how they run to us for help and we would react to their requests. If they did not have faith in us, they would not have ran to us for help so that really showed us that we were making a difference to their lives.

Director Physical Training, Sport and Recreation is Brig Gen Aubrey Sedibe and not Brig Gen Abe Sedibe, as published in the April edition of SA Soldier.
Dawn on 4 November 2007 came as usual, but it was different from other days in that it saw the long-awaited departure of the first group of soldiers deploying to Darfur, in the Sudan. The weather was a bit chilly on that morning, but the spirits of the headquarters company were high, from here there was no turning back. Men and women of integrity had heeded the call. Preparations had been put in place, parades done and drills performed. The National Contingent Commander, Lt Col Khathutshelo Nethononda, and the HQ Company were more than ready to go and lend a helping hand to our brothers in Darfur. This was the elite of the 500 plus South African soldiers deploying on Operation CORDITE. Six more flights were still to follow, carrying all the signallers, medical practitioners, engineers, administrators and all soldiers needed for the success of the mission. Maj Tshivhase, the second in command, made sure that every soldier boarded the last plane to the mission area on 7 November. Now, two months in the mission area, the expectations of the mission are unfolding slowly but surely. Each day is different from the previous and that is the thrill of the deployment because each has its own challenges.

On arrival the mission was still under the auspices of the African Union and named AMIS, which is short for African Union Mission in the Sudan. We saw the magnificent construction of the African Union (AU) monument for fallen heroes of Haskanita by our engineers, the completion and upgrading of the Level 2 Hospital in El Fasher and were visited by our Generals in the space of just under two months. But most significantly we saw the transition of the mission from AMIS to UNAMID (United Nations African Union Mission in Darfur).

Along with the buzz, the diesel and dust, one thing that remains a South African characteristic is that we are able to enjoy ourselves even in the worst of situations. The welcoming function took place on 14 December 2007, to which our deployed men and women came, including our military observers and members of the South African Police Service who came from the Engineer Squadron in Zamzam, El Fasher. Games were played and festivities shared. The then Police Commissioner in the Sudan, Director M.E. Tsiloane, was the most senior member present. After his short speech, poems were recited and Inspector Singo thrilled everyone with his recitation of the History of Napoleon from his "memory stick" mind.

The job at hand alternated homesickness, but what has to be done was done. Christmas came and we had a perfect Christmas tree, thanks the inventiveness of Sappers Thulani Zungu and Owen Moonsamy combined with the motherly touch of Police Constable Mintjie Botha. So we did not miss home too much.

New Year's Eve was celebrated in a frenzy of music and dance, preceded by a church service to summon the New Year.
OBSERVER’S MISSION IN THE SUDAN

I am currently deployed in the Sudan’s Darfur region, as a Protection Force member detached to 7 SAI Bn from Group 12 HQ (Mpumalanga) as an Operational Officer of the RSA Contingent. I am so proud to work in the UNAMID forces, and it is the first for me in such a force. I would therefore like to thank all the South African citizens for their support.

I would like to request all the churches in Africa to pray for the Sudanese to achieve peace, as young women and children are the people who suffer the most from this civil war.

I also request our Sudanese brothers to respect each other as we did in South Africa before 1994, as negotiations is another terrain of struggle that does not necessarily say you are a loser, but for the sake of unnecessary bloodshed in the country, peace and stability, it is necessary for all parties involved to sit around a table and brainstorm the problems and come with solutions and a way forward to develop their country.

The Sudanese people must also respect the Darfur Peace Agreement (DPA) because all the forces deployed there in the Sudan are there to assist them in bringing peace and stability to the Sudan. Therefore it required of all Sudanese to assist in making peace among themselves. We can be deployed in the Sudan, but if the people themselves are not willing to bring peace, the mission becomes difficult.

I would also like to thank our cabinet ministers who facilitated this process, and I wish them good luck in solving this challenge, not forgetting other troop contributing countries like ourselves. I say thank you. Keep up with the good job you are doing.

Capt V.D. Maseko (Webster), SO2 OPS RSA National Contingent (7 SAI Bn)

SA ARMY SHOOTING CHAMPIONSHIPS

The SA Army Shooting Championships took place at the General De Wet Training Area Shooting Range on 5 and 6 March 2008. Different units and HQs from the SA Army competed.

The 1 Special Service Battalion Team achieved first place and some of its members excelled in two of the Individual Categories. In the Majors to Colonels category Maj H. Terblanche achieved a second place and the overall third place.

In the category Candidate Officers to Captains, Capt C. Ihlenfeldt achieved a first place and Capt B. Madolo achieved a second place.

Lt Helena Delport, Com Officer 1SSB

Another email from Lt N. Makhado from the Sudan.

"Business Unusual" DOD social cohesion in action

By L Cpl Ally Rakoma

Photos: Sgt Lebogang Tlhaole

The DOD and the SANDF are committed to living up to the call of its Commander in Chief, President Thabo Mbeki, for "Business Unusual" after his State of the Nation address on 8 February 2008 when he made a call on all spheres of Government to fast-track progress towards a better life for all.

"With all hands on deck, and committed to conduct our business in an unusual and more effective fashion," said President Mbeki.

This is in keeping with the Government's intentions and its promotion of a better life for all the SANDF. This Employer of Choice has been an enthusiastic and generous social investor in our youth and has also emphasised skills development, the Accelerated and Shared Growth Initiative for South Africa (Asgi-SA) and the Joint Initiative on Priority Skills Acquisition (Jipsa).

On 7 April 2008 residents and learners from various schools at Ga-Maja village, 42 km from Polokwane in Limpopo, were enthralled by the DOD’s Imbizo led by the Minister of Defence, Mr Mosiuoa Lekota, who proudly announced the adoption of Ditsepu Secondary School in Ga-Maja village.

The school of this disadvantaged community has constantly been producing excellent matric results, despite its crumbling infrastructure and generally unfavourable conditions. It was heart-warming to see the joy on the people's faces, young and old, after this noble gesture of the DOD.

At the Imbizo Minister Lekota emphasised the need for the learners and the youth of Limpopo to join the Military Skills Development Systems (MSDS) of the SANDF. "The MSDS seeks to rejuvenate the human resource composition of the SANDF and to grant development..."
opportunities to the country’s youth by equipping them with scarce skills, including engineering, medicine and pilot training,” said Minister Lekota.

He added: "Limpopo is a small province, but we have to develop healthy, skilled, young people and attract and create a bigger pool of talent from the disadvantaged rural communities of this province and also draw prospective candidates to serve in the SANDF."

The DOD through 1 Construction Regiment will commence working to renovate and improve the school. Another aim of the Imbizo is to develop a deeper understanding of what the SANDF is all about and what its work involves. To stimulate the locals the DOD showcased its many career opportunities available in its four Services and provided information aimed at attracting learners.

Speaking to SA Soldier Mr Douglas Tshoga, the School Principal, said that the DOD was a department of the people and the hoped for outcome of this Imbizo and the partnership of the DOD with the school was the recruitment of learners to the DOD as result of the confidence established.
Pushing back the frontiers of poverty through education

By Bibi Morgets
Photos: F Sgt David Nombtshongwana

The South African National Defence Force (SANDF), in conjunction with the Mpumalanga Department of Education, held an Imbizo in Siyabuswa, Mpumalanga, on 11 April 2008. This was a Government initiative to uplift the education system and raise the awareness of the youth about the different careers within the SANDF. (The interdepartmental Imbizo formed part of the nationwide Government’s Imbizo Focus Week.)

The Deputy Minister of Defence, Mr Mluleki George, led the Imbizo and spoke about opportunities the SANDF were offering, with specific reference to the Military Skills Development System (MSDS). The MSDS seeks to rejuvenate the SANDF’s human resource composition and, among others, to grant development opportunities to the youth of the country by equipping them with priority training, especially in the fields of engineering, medicine and aviation.

Learners came in large numbers from all neighbouring villages to attend the Imbizo and to seek guidance for careers. This was an opportunity to assist Grade 11 and 12 learners to decide which field to venture into after completing matric. When he addressed them during the Imbizo the Deputy Minister of Defence referred to a Biblical passage that correctly pointed out: “In the absence of knowledge people perish”. “This Scripture is a reality in our country today where enormous opportunities are made available by Government, yet a number of people still plead ignorant,” said Sgt Leslie Kgosana showing the learners to fill in the application forms.
Drum majorettes escorting the Deputy Minister of Defence, Mr Mluleki George, and the MEC for Education, Mr Siphosezwe Masango, to the podium at the Imbizo.

Mr George. He added: "We are here today to tell you that unless you seize these opportunities presented by your own Government, you will perish and have no one to blame but yourselves." He quoted the former President Nelson Mandela, who once said: "There can be no contentment for any of us when there are children, millions of children, who do not receive education that provides them with dignity and honour and allows them to live their lives to the full. We should not underestimate the power of education in creating a just world".

The purpose of the inter-depart-mental Imbizo was to give all deserving healthy and fit young South Africans of all races between the ages of 18 to 22 a lifeline opportunity to emerge as disciplined, better skilled personnel equipped with priority skills to contribute meaningfully to the growth of our economy.

Cpl Mark Strauss demonstrating to the learners how to handle a weapon at the SANDF stall during the Imbizo.
The objective of the Government of South Africa to assist, within its abilities, the African countries, especially the Southern African Development Community (SADC) was shown again when the South African Navy donated a harbour patrol boat to the Malawian Defence Force.

All the hard work started after the Chief of the SA Navy, V Adm Johannes Mudimu, officially visited the Malawian Defence Force in January 2006. On the agenda, among the important discussions, was the Marine Unit of the Malawian Defence Force. The Marine Unit is vital for patrolling and protecting Lake Malawi.

The approval of the SA Minister of Defence, Mr Mosiuoa Lekota, to go ahead with OPERATION MONKEY BAY was the beginning of the hard work that lay ahead. It started with the transporting of the Krupp pontoons from Simon’s Town Naval Base to Ysterplaat Air Force Base. The 2nd of February 2008 was a long Saturday for the members of the SA Navy and the crew of 28 Squadron for it took them more than seven hours to load the heavy Krupp pontoons into the two C130 aircraft. The dedication of the crew of 28 Squadron, under the leadership of the Officer Commanding, Col Herman Olmesdahl, was really appreciated by the Navy Office as they made a real effort to ensure that the operation was a success.

On 3 February the loaded C130s were flown to Malawi. WO1 Niger Rushin was tasked with assisting the Marine Unit of the Malawian Defence Force to build a floating jetty using the Krupp pontoons. In addition WO1 Keith Cerff trained a member of the Malawian Marine Unit, Cpl Kenneth Numero, to maintain, test and repair the diving equipment.

It was on 23 March 2008 that the harbour patrol boat (Namacurra) was transported by a C130 to the Malawian Defence Force. All the preparations were in place for the arrival of the boat. Cpl Numero received further training to maintain the diving equipment. When SA Soldier asked him about the training, he mentioned that the training had gone very well and he would be able to teach fellow soldiers at home how to maintain the diving equipment. He added that it was a good thing for him to have stayed longer in South Africa as he managed to achieve a lot during the training period.

On 24 March Capt (SAN) Sonica van Rooyen, on behalf of the Chief of
SA Navy, handed over the harbour patrol boat to Brig Gen Rick Chimowa from the Malawian Defence Force. Capt (SAN) Van Rooyen played the important role of facilitating OPERATION MONKEY BAY.

The South African donation consisted of a harbour patrol boat, pontoons, diving equipment and dockyard tools, while the French Government donated three engines for the boat. Brig Gen Chimowa said during his speech that the day was very important for the Malawian Defence Force, one which they had long been waiting for. He commended the leadership of the two presidents, President Thabo Mbeki of South Africa and President (Dr) Bingu wa Mutharika of Malawi, for having created a good relationship between the two countries. The relationship between the SA Navy and the Malawian Defence Force (Marine Unit) had stood the test of time and had been strengthened from time to time. Through this relationship the Malawian Marine Unit had benefited a lot in terms of equipment and training.

Various training courses are offered to the Malawian Marine Unit personnel to enhance their knowledge and sharpen their skills for the betterment of maritime security and other related operations. Brig Gen Chimowa added that he was delighted to say that for the first time in history the Malawian Marine Unit had, through training offered, produced the first and only hydrographic surveyor attached to the Hydrographic Survey Office in Monkey Bay - a government department for practical experience.

He added that the SA Navy was a maritime power in the SADC region and was geared towards empowering other navies in the region in a common goal through membership in the SADC Interstate Defence and Security Committee (ISDSC) through an umbrella organisation called the Standing Maritime Committee (SMC). Therefore the donation was in line with SMC goals and objectives.

Brig Gen Chimowa thanked all the people who participated in the project, especially WO1 Rushin with his technical expertise who had ensured the safe transportation of the equipment from the airport to Lake Malawi and for his skill in fixing pontoons. It had not been an easy task. It required relentless effort, dedication and dexterity. He concluded by saying that the duty of the Malawian Defence Force was to take good care of the donated goods and to ensure that it lasted.

Capt (SAN) Van Rooyen said the aim of the assistance programme of the SA Navy was to build up the SADC Naval and Maritime Force’s capabilities to ensure that they were better able to play their part in protecting their own maritime interests. She acknowledged the role played by the SA Air Force, especially by 28 Squadron. “We say thanks to them. The SA Navy remains committed to providing assistance, where possible, within the limitations of our own capabilities. We thank you for your hospitality, for the warm welcome and for maintaining the friendship between the two forces. May this camaraderie last well into the future,” she concluded.

MAY 2008 • SA SOLDIER
Ministers meet to review defence relations

By L Cpl Ally Rakoma
Photo: F Sgt David Nomtshongwana

In establishing closer military ties with brother countries in the region, the Angolan Minister of Defence, General Kundi Paihama, and his delegation visited South Africa over the period 10 to 11 April 2008 as guests of the SA Minister of Defence, Mr Mosiuoa Lekota.

The two ministers met at Defence Headquarters in Pretoria to review and reaffirm the programmes agreed to during the previous interactions. Among other issues, they were to report back on progress on the establishment of the RSA/Angola Bilateral Defence Co-operation proposal.

The Angolan Minister of Defence, General Kundi Paihama (left), exchanging a gift with his SA counterpart, Mr Mosiuoa Lekota, during his official visit to South Africa at Defence Headquarters in Pretoria.

Focus on inspection

By Bibi Morgets
Photo: Sgt Lebogang Tlhaole

The Inspector General (IG) of the Angolan Armed Forces, Dr Rafael Sapilinha “Sambalanga”, and his delegation visited South Africa on 3 April 2008.

The aim for the visit was to strengthen ties between the two countries and for the visitors to acquire more knowledge about the South African Inspector General of the Department of Defence (SA IG DOD) and explore how things were done in the domains of inspection and auditing in South Africa.

The delegation was welcomed by the SA IG DOD, Maj Gen Mxolisi Petane, at the Liberty Life Building in Pretoria. The Angolan delegation was also briefed on the effectiveness of the Model Combat Readiness Training Course, which some of their soldiers will attend in June 2008. The training will include theory in defence auditing, practical implementation of audits on defence force, theoretical internal auditing, practical integration of defence inspection of divisions and general administration. The training course will be of five months duration.

The Inspector General of the Angolan Armed Forces, Dr Rafael Sapilinha “Sambalanga” (right), presenting his South African counterpart, Maj Gen Mxolisi Petane, with a token of appreciation.
Asset management is vital

By Bibi Morgets
Photo: F Sgt David Nomtshongwana

It gives me great pleasure to be part of the first DOD Asset Management Seminar, a programme that is long overdue.” These were the opening words of the Secretary for Defence, Mr January Masilela, at the seminar that was held at the SA Reserve Bank Conference Centre in Pretoria on 4 March 2008.

The seminar is important to the Department and in particular to all managers who have a wide range of responsibilities within the DOD. As it is known, the DOD has one of the largest asset bases - both movable and immovable - in Government and these need to be properly managed. The Public Finance Act will serve to eliminate waste and corruption in the use of public assets and ensure timely provision of quality information in the organisation.

Mr Masilela said: “It is thus incumbent upon us to ensure that we create an environment in which our senior managers have a common understanding of the new benchmark of National Treasury’s version of asset management.” He added that asset management was one element we use to manage the budget of the Department in accordance with the Public Finance Management Act, as it is impossible to manage an organisation without information for developing plans, evaluating alternatives and, where necessary, instituting corrective actions.

In concluding the seminar, Mr Masilela said that a good asset management framework was understanding what you had, its value and what needed to be done to make improvements. “A good asset management system is more important than ever before because there are more players involved and therefore we must equip ourselves with the right tools to be successful. It is therefore time for asset management to be a significant part of the changing nature of how we in the DOD do business.”
The Department of Defence (DOD) held a moving memorial service to the late Lt Gen Andrew Masondo (Ret) on 24 April 2008 at the Thaba Tshwane City Hall to pay its last respects and salute this eminent son of Mother Africa.

Many speakers and friends of the departed warrior mentioned that he was a teacher, mathematician, genius and a humble person. The former Chief of the SANDF, Gen Siphiwe Nyanda (Ret) who knew Lt Gen Masondo, lamented that he was young at heart, an inspirer of men and women, and a motivational orator who lived life selflessly.

Lt Gen Masondo died on Sunday, 20 April 2008, at 1 Military Hospital in Pretoria where he had been undergoing medical treatment following a long period of ill health. (He was born on 27 October 1936 in Sophiatown, Johannesburg.)

A full military funeral service was held on Saturday morning, 26 April 2008, at the University of Johannesburg, (formerly Vista) Soweto Campus, followed by the burial at the Avalon Cemetery. Family, friends, President Thabo Mbeki and the First Lady, Ms Zanele Mbeki, cabinet ministers, including the Minister of Defence, Mr Mosiuoa Lekota, the Chief of the SANDF, Gen Godfrey Ngwenya, and senior members of the SANDF and the Deputy President of the ANC, Dr Kgalema Motlanthe, came to say their last goodbyes to the fallen Lieutenant General.

In paying tribute to this outstanding patriot, Minister Lekota testified to Lt Gen Masondo’s brilliant military career in the SANDF. Mr Lekota was quite explicit about the great talents of this unselfish soldier, the late Lt Gen Masondo. “Masondo was a patriot who had sowed the seeds that benefited others,” Minister Lekota said.

Dr Wally Mongane Serote, re-nowned poet and member of the Freedom Park Trust, who worked with the late Lt Gen Masondo on some of the projects of the Freedom Park Trust, took us on a momentous journey in the life of the late Lt Gen Masondo. He described him as an outstanding scientist, African intellectual, cultural worker and traditional healer. “He was a spiritual person who heeded the call of his ancestors when he left the SANDF,” said Dr Serote.

Lt Gen Masondo’s motto was “Commanding leadership: firm, but not cruel, to punish without being vindictive, to judge without bias and to be kind without being weak”.

May his soul rest in peace.

Hamba Kahle Qabane
Hamba Kahle Nyambose

Traditional healers performing a ritual at the late Lt Gen Andrew Masondo’s funeral.

Below, front: President Thabo Mbeki and the First Lady, Ms Zanele Mbeki. Back: Mr Mosiuoa Lekota, Minister of Defence (left), and Dr Kgalema Motlanthe, the Deputy President of the ANC, paying their last respects at the Avalon Cemetery in Soweto.
Remembering our fallen heroes

Article and photo by LS Dineo Maleka, Navy Public Relations

A memorial service commemorating the 91st anniversary of the South African men who lost their lives during the tragic sinking of the SS MENDI was held on Sunday, 17 February 2008, at Gamothakga recreational resort in Atteridgeville. All the Services of the SANDF, Military Associations and residents of Atteridgeville attended this sombre event to honour the fallen heroes.

The memorial service, held just a few days before the actual date of the fateful event, 21 February (1917), was made possible by the efforts of the SA Legion supported by the SANDF and the Pretoria Memorial Service Council. The SA Legion is a member of a worldwide family of voluntary organisations that serve military veterans and their dependants and have been serving South African veterans for more than eighty years.

The ceremony was opened by Chaplain S.E.E. Loate whose theme was “We remember them” as he read from the Book of Deuteronomy 7:9. “We remember them with the humble humility and dignity in which they died. We remember them as God gave them to us, as members of humanity, and for the Godly humanness they showed: an example of true patriotism. We remember their pride and honour for praying and singing as they proclaimed the covenant, while the ship was slowly and painfully going down,” the Chaplain said.

The ceremony included a salute in remembrance of the brave men. The SA Navy sentries proudly presented arms, military guests saluted and all the civilians stood up to honour the memory of the men that had bravely gone down with the SS MENDI. This was followed by the wreath-laying and planting of crosses by different representatives from the SANDF and from the military associations.

The service marked the first of the many commemorations that now take place annually in recognition of “Africa’s unsung heroes”. Other SS MENDI memorials include the Holly Brook Memorial at Southampton, Delville Wood Memorial in France, the Mendi Memorial at New Brighton in Port Elizabeth, Avalon Cemetery in Soweto and Mowbray Campus of the University of Cape Town.

The name MENDI lives on in the SA Navy’s valour class frigate, SAS MENDI. In addition South Africa’s highest award for courage, the Order of the Mendi Decoration for Bravery, bestowed by the President of SA on citizens who have performed extraordinary acts of bravery is also named after the ship. The SA Navy strike craft, SAS ISAAC DYOBHA, was named after Reverend Isaac Dyobha, who at a time of fear and death reminded the men about their purpose and encouraged them to die with pride.

Their heroism and patriotism will live on in our memories forever.
The 10th RSA and USA Defence Committee Meeting took place in Pretoria from 12 to 14 February 2008. The Chief of Policy and Planning, Mr Tsepe Motumi, in his opening speech mentioned that ever since the two countries had been involved in different engagements a lot of progress had been made.

He said the continued functioning of the Defence Committee, as one of most dynamic entities of the RSA-USA Bilateral Forum, remained the nodal point in managing the bilateral defence-diplomatic relationship.

"We remain committed to this very important partnership. It provides the space for exchanging ideas and discussing viewpoints and approaches within a very complicated global security environment," said Mr Motumi. He added that it created confidence and security not only between the respective armed forces, but also between the governments concerned.

Mr Motumi acknowledged the participation of the US Navy in Exercise AMAZOLO, NATO’s standing Maritime Group 1. He said the exercise involved five other navies from NATO member states and was conducted to strengthen multinational cohesion between the SA Navy and NATO’s Standing Maritime Group 1.

It also afforded the SA Navy the opportunity to test operational doctrine and procedures for its recently acquired frigates. He concluded by saying that the US Navy was the lead navy in this group with a US Navy Admiral as the group’s commander during the exercise.

The Deputy Assistant Secretary of Defence for African Affairs, Ms Theresa Whelan, who led the USA delegation, said that the Defence Committee had been in existence for more than a decade. The US Department of Defence (DOD) viewed its relationship with the SA DOD as significant. She added that they had managed to achieve certain things since the last meeting, but not everything. There were always the inevitable hiccups and changes driven by circumstances not under their control, but many positive activities had taken place.

“South Africa clearly plays a leading role on the African continent and on the world stage. Your contribution to peacekeeping missions, led either by the United Nations or the African Union, are truly worthy of international recognition,” she concluded.
By Bibi Morgets
Photos: Sgt Lebogang Tlhaole

Education and empowerment are the language spoken within the SANDF. On 4 April 2008 the Chief of the SA Army, Lt Gen Solly Shoke, visited the Tshwane South College in Atteridgeville to talk to the 100 soldiers who enrolled for the Works Regiment’s reskilling programme offered by the Department of Defence (DOD).

This programme was the way of the Department to eradicate poverty and bridge the skills gap within the country. The training was aimed at offering the soldiers skills in construction, electrical and mechanical engineering. Lt Gen Shoke said: “With this programme we will be sure that when the soldiers leave the college, they will be responsible for the maintenance and repair of our facilities and also provide a service to our country.” He added that South Africa had an extreme shortage of skills in the building sector and this was hindering economic growth.

His statement came after that of Maj Gen Louis Dlulane, Chief Director Army Force Structure, at the signing agreement between the college and the DOD on 11 January 2008. Maj Gen Dlulane said: “The purpose of this regiment is to provide a pool of qualified and skilled members that can be used by Government in various fields that require technical expertise.”

After completion of the training, the students will be placed at SANDF sites for 18 months’ practical experience on building sites, followed by a trade test.

Members who complied with all requirements received a CETA (Building Construction SETA) certified qualification. Among the 100 soldiers 4 were women. The women were passionate about exploring a male dominated industry. Spr Boitumelo Mosako, an electrical engineering student, and Spr Silvia Segage, a tiler student, were examples of DOD gender mainstreaming.

The first project will be the construction of a hospice centre on the military base in Lenasia where the soldiers will be tested on the knowledge acquired from the college. Brig Gen David Masters, Director Human Resource Systems, who has a wide insight into the construction industry handled the programme of the Works Regiment. This reskilling programme will run until 2011 and there will be an intake of another 300 students that will be placed at FET colleges in Gauteng and other areas.
Chief of the SA Navy in India

By LS Dineo Maleka, Navy Public Relations
Photos: Courtesy Indian Navy

Adm Johannes Mudimu, Chief of the SA Navy, attended the inaugural Indian Ocean Naval Symposium in February 2008 in New Delhi in India.

The symposium was attended by chiefs of navies of the littoral states of the Indian Ocean and observer nations, such as the USA, France, Brazil and the Sudan, and had the theme of "Contemporary Transnational Challenges - International Maritime Connectivities."

The aim of the symposium was to overcome transnational maritime threats and the management of large maritime zones with limited security resources by synergising security efforts through co-operative security strategies on a region-wide basis.

A "Conclave of Chiefs" meeting was held to discuss the Charter and the way forward. The proposed Charter for the initiative has been submitted for comment and input before it is accepted. The SA Chief Director Maritime Strategy, R Adm Bernie Teuteberg, presented a paper on "Operating Regional Maritime Co-operation", which was well received and that generated much discussion among the symposium attendees.

Before their departure the Chiefs were invited to visit the Defence Expo, while some of them visited the South African Defence exhibitor’s stands, which also formed part of the Expo.
Farewell to SA’s Cheetahs

By Maj Gen Des Barker,
SAAF Director Force Preparation

The sudden “deafening silence” of fourteen ATAR 09K50 turbojet engines spooling down from 80%, brought home the harsh reality to the select 750 spectators, that the Cheetah in service with the SA Air Force (SAAF), was no more.

Fourteen Cheetahs had just landed from their final phase-out flypast and had parked in front of the guests to be read the last rites. 2 April 2008 will go down in the history books of the SAAF as the day the service of the Cheetahs to the SAAF was officially terminated.

“What a sad day” most certainly was the phrase most used by spectators, technicians and pilots alike - and there was many a tear shed by grown men. It is difficult to capture such emotions on paper, unless of course one was actually present. It is even more difficult to understand the pride and passion that can develop between man and an inanimate object such as an aircraft. This is not a new phenomenon, but rather some strange emotion experienced by aviators and technicians and which is most probably not even fully understood by psychologists - but it certainly is real. Why else would hundreds of former Cheetah operators make the rather arduous journey from all over South Africa to Air Force Base Makhado? This was obviously not only a final phase-out function, but also a reunion at which reminiscing was the order of the day as pilots and technicians recalled their experiences operating the Cheetah in air defence, ground attack and photographic reconnaissance roles.

The new Officer Commanding 2 Squadron, Lt Col Glen Gibson, led the first of two formation postures. In this formation eleven Cheetahs took up position in the form of the Cheetah, namely a 5-ship canard section leading a 6-ship delta wing section.

The initial flypast was followed by an “aggressively impressive” solo display from a pilot of 2 Squadron, Maj “Smiley” de Villiers, who had the large gathering of critical spectators appreciating the aesthetic lines of the delta platform at the last public display of the Cheetah C of the SAAF.

As the singleton pulled up vertically from show-centre into a final “rolling departure” salute, a 13-ship formation commenced the final run-in from the west. This time the first element of eight aircraft, led by Lt Col “Blokkies” Joubert, followed by the second element of five aircraft in “Big Vee”, ran in against the backdrop of the setting sun. The picture created by the rear section five aircraft pitching up at one-second intervals and fanning out while dispensing flares, created an awesome picture which will most certainly remain etched in the minds of every single spectator for many years to come.

Other former Cheetah pilots that flew along in the formation included the current Chief of the SAAF and former Officer Commanding 89 Combat Flying School, Lt Gen Carlo Gagiano, and the Gripen Project Officer (SAAF), Lt Col Mike Edwards. Uniquely, flying as No 8 in the formation was Maj Gen Des Barker, who as the test pilot on the Cheetah developmental programmes, not only flew the first ever Cheetah test flights from Atlas Aircraft Corporation in 1986, but also flew in the last phasing out formation of the Cheetah fleet thereby managing to record 21 nearly continuous years as a Cheetah pilot.

And so it came to pass. The sudden silence was tangible and many hearts were heavy as the realisation dawned upon them all that they had witnessed the final “last breath” of the SA Air Force’s Cheetah force that had served as a deterrent and also protector of the sovereignty of South African airspace for close on 21 years. Those that have flown and maintained the Cheetah will remember her.

The Cheetahs are to be replaced by Gripen fighter jets, which will arrive between now and 2012. The acquisition of the Gripens forms part of the DOD arms deal.
Gender mainstreaming in the SADC

By Bibi Morgets
Photo: Sgt Lebogang Thaole

Gender equity in the armies of the Southern African Development Community (SADC) countries were top of the agenda at the Human Resource SADC Functionaries Seminar held in Pretoria from 1 to 4 April 2008.

The aim of the seminar was to equip women with sound knowledge, implement skills in installing discipline in the workplace and spur positive growth in the development of strategic partnerships.

Delegates attended the seminar from SADC member states, such as Angola, the Democratic Republic of Congo (DRC), Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Tanzania and Zimbabwe. These women addressed challenges facing them in defence and motivated one another as women.

At the opening of the seminar Maj Gen Ntsiki Motumi, SA Chief Director Transformation Management, emphasised the importance of the seminar: "The task for which we are gathered here is crucial and calls on all of us to apply ourselves fully in the deliberations that will enable us to improve the environment within which women operate, and recommend ways and strategies to guide progress into the future".

This programme should have the effect of promoting the careers of all women in defence.

The Chief of Human Resource (SA DOD), Lt Gen Derick Mgwebi, said in closing: "I am sure that this seminar has enhanced our understanding of this critical transformation agenda and that all of us will return home with a larger resolve to move the agenda forward."
Senior Officers of the SANDF who attended the 2007 Senior Management Programme graduated from the SA National War College in Pretoria on 21 February 2008.

The Senior Management Programme is a prerequisite for the Joint Senior Command and Staff Programme (JSCSP) and also forms an integral part of the JSCSP. The JSCSP is the most senior course in the SA National Defence Force (SANDF) where learners are trained to command and manage at an operational level. The course is presented by the Tshwane University of Technology (TUT) and is the first step in the South African Qualification Authority and the national accreditation of the JSCSP. The programme focuses on management skills and competencies that are extremely important to an organisation. The most important subjects covered in the programme are Human Resources, Financial Management and Economics.

When congratulating the learners Prof L. van Staden (TUT) congratulated the learners and said: “A neatly framed Senior Management Programme certificate is not your licence and guarantee of being competent. The purpose of personal development should be to challenge you conceptually, to stimulate you and to inspire you to contribute towards organisational effectiveness and efficiency”.

Maj Gen Aaron Ntshinga, the GOC Training Command, also attended the graduation ceremony and he congratulated all members on behalf of the SANDF Training Command and the Chief of the SANDF. He said that although the programme focused on the best practice in the private sector, he truly hoped that the graduates would plough back the skills gained into the SANDF.

Congratulations to all the officers and the best of luck to all those who will be commencing with the 2008 JSCSP.
Pathfinders honoured

By Maj Merle Meyer,
SA Army Infantry Formation
Photos: WO1 China Chaninayi

More than 100 serving and former members received pathfinder proficiency badges from Brig Gen Les Fouché, the SA Army Infantry Formation Reserve Adviser, at a parade held at 44 Parachute Regiment on 6 December 2007.

Brig Gen Fouché said that the pathfinders were those who led the others into battle, the ones who would be attacked first. They have been trained to guide the other soldiers to an advantageous position for fighting and to lead the soldiers back to safety. The pathfinders possess the flexibility to be deployed effectively in different situations. They can accomplish missions in widely separated areas in all types of theatres of war and terrain.

The pathfinder proficiency badge was received by more than 100 serving and former members. (The flaming torch represents knowledge and a source of light and the wreath is an age-old symbol of excellence.)

The badge was also presented to Maj Gen Les Rudman (Chief Army Corporate Service), Brig Gen McGill Alexander (a former Master Paratrooper), and WO1 John Moorcroft, (a former Sergeant Major of the SA Army).

Symbolism of the badge

The badge consists of a flaming torch surrounded by a laurel wreath. The flaming torch represents knowledge and a source of light and this can be associated with the role and utilisation of the pathfinders, while the wreath is an age-old symbol of excellence. During the Roman era, a laurel wreath was presented to a winner who excelled in a competition that required great skill and endurance: something we still expect of pathfinders.

The requirement for pathfinders was identified during Operation REINDEER in 1978 when the SA Army launched an airborne assault operation in which the airdrops were controlled by the navigators and on-board computers. This resulted in the main force being inaccurately dropped, in some cases more than a kilometre from the drop zone. This emphasised the requirement for a permanent grouping of pathfinders.

A pathfinder company was formed for which doctrine with specific tasks and functions were compiled. This doctrine was made into a workable South African product with input from other countries’ airborne doctrines.

Pathfinder training

Pathfinder operators must qualify in the Pathfinder Basic Cycle, Medical Level 3, Pathfinder Air Operations, Advanced Static Line, Bush Craft Tracking and Survival, Pathfinder Minor Tactics, Foreign Weapons and Urban
Warfare. Maj Thabo Masheane commands the Pathfinder Platoon. Currently seventeen members of the 2007 Military Skills Development System (MSDS) intake have qualified as pathfinders. These were the first MSDS members to qualify in the pathfinder cycle, which brings the total of serving pathfinders to 45.

Recently the pathfinders took part in a joint exercise with the American Marines during Exercise FLINT-LOCK. They were also part of the first group of South Africans who were deployed to Burundi. The pathfinders also take part in the annual airborne Exercise YOUNG EAGLE and some of their members were part of the team that won the last Airborne Africa competition in 2006.

MSDS members on parade

The passing out parade of the Military Skills Development System (MSDS) members was held at Personnel Service School in Thaba Tshwane on 5 March 2008. Altogether 52 members completed the Senior Personnel Clerk Course. Col I.S. Moss (SAMHS HQ) was the functionary on parade.

Front, fltr: Pte M.D. Madavhu (second place), Pte A. Moremi (third place) and Pte A. Mbuku (first place). Back, fltr: Col N.M. Mangesi (Commandant Personnel Service School) and Col I.S. Moss (SAMHS HQ).

Botswana benchmarking with the SA Army Foundation

By L Cpl Ally Rakoma
Photo: Sgt Lebogang Tlhaole

Maj Gen Keith Mokoape, the General Manager of the SA Army Foundation, hosted the Botswana Defence Force delegation led by Maj Gen Jefferson Tlhokwane, the Deputy Commander of the Botswana Defence Force, at the SA Army Foundation Head Office in Clubview, Pretoria, on 22 February 2008.

Maj Gen Tlhokwane and his delegation were visiting the SA Army Foundation mainly to strengthen ties and to benchmark with the representatives of the SA Army Foundation, the controlling authority and its marketing section, as they wanted to establish a similar foundation in their Defence Force. The visit included touring various SA Army Foundation offices and service providers. Maj Gen Mokoape said:

“The SA Army Foundation was established to benefit all members of the SA Army.” He briefed the visiting delegation on the products, services and benefits offered by the SA Army Foundation. Maj Gen Tlhokwane told SA Soldier that the visit to the SA Army Foundation was an educational one and a platform to interact as business partners in an attempt to improve the quality of life of their soldiers. “It is through visits like this that we learn from the local experience to improve the economic lives and the social needs of our members,” said Maj Gen Tlhokwane.
The value of mentoring and coaching

By Col Dineo Monethi,
SSO Transformation
Photos: F Sgt David Nomtshongwana

The Mentorship and Coaching Programme has been developed as part of a broader plan to improve capacity and reduce the skills gap in the Department of Defence (DOD). This intention is clearly based on the recognition that there are capacity and skills gaps that are impacting on service delivery and the attainment of the required competencies.

The lack of capacity manifests itself in two main dimensions: specific shortages of skills in particular mustings and occupational groups, and more general public administration skills.

Mentorship is fundamentally about the skills transfer process, and mentorship enhances the developmental approach to training particularly with on-the-job training programmes.

Mentoring is particularly useful within the context of the Transformation and Employment Equity and Skills Development legislation. Owing to the inequality of the South African managerial profile, the transfer of skills is essential and mentoring and coaching can play an important role in changing it. Without the implementation of effective mentoring and coaching by the Services and Divisions the DOD will struggle to achieve its mission-readiness, to improve the skills gap and desired competencies and to achieve its equity targets.

The purpose of mentoring is development and learning and both mentors and those mentored grow from the experience. The value of mentoring is entrenched in the fact that mentoring is the quickest way to transfer skills and thereby accelerate empowerment in the workplace. No amount of formal training and informal courses can achieve what mentoring can do. With mentoring, an employee who is targeted for a higher-level position, can work with a mentor to acquire the skills needed to function at a more senior level.

In mentoring, people develop a synergetic relationship through conversation that enables them to set and achieve goals, make decisions and solve problems. Mentoring benefits not just the protégés, but the organisation and the mentors as well.

The purpose of mentoring and coaching is to equip the protégés with the necessary abilities to cope with new demands, while creating an environment where they can maximise their capacities.

Difference between mentoring and coaching

MENTORING is valuable as a career development tool that provides general guidance, sets and achieves goals, enables decisions to be made or facilitates problem solving. Mentoring is a process of forming a relationship between a more experienced, seasoned person who helps a less experienced protégé who develops and acquires specific capacities for effectiveness.

COACHING is used when there is a well-defined goal that is based on improving skills and performance. It is about performance and coaches must provide DOD officials with professional development that enables them to create an organisational culture in which coaching is routine and promotes empowerment and advancement. The coaching process is most successful when both the coach and the officials to be coached are truly ready to make a commitment to the process.

Principles of mentoring and coaching

Lifelong learning. Education, Training and Development (ETD) are continuously evolving and therefore the DOD personnel have to influence and take advantage of these changes to improve both their individual and organisational goals. There is a need for continuous improvement and upgrading of skills and service delivery in the DOD.

Participation in a mentoring programme should be deliberate, conscious and voluntary. The ideal would
be that both the mentor and protégé confirm in writing the need to be accepted into the programme. An effective relationship will be based on mutual respect and will be a “risk-free zone” for the protégé to examine options and brainstorm strategies.

**Selection of the mentors and protégés.** This is guided by the availability of participants, and preference should be given to those who can be expected to remain in their current positions for a sufficient period of time for substantive mentoring to take place. The mentor, as a role player in the process of developing people with potential, is required to sign a statement agreeing to established terms of reference.

Mentors and coaches must assist DOD officials develop organisationally based strategies for assessing officials and their competencies to guide the coaching process. Coaches have to review progress, report and plan future work and provide clear, explicit and continuing support for the coaching programme. Coaches have to ensure that they have well specified roles and responsibilities and these must be clear to all of the officials to be coached.

Mentors have to plan and implement professional development sessions in collaboration with the goals and objectives of the DOD and their specific career choices for the required competencies and effectiveness to be achieved in their positions.

**Matching mentors and protégés**

The linkage between the mentors and protégés should be a natural process. The Services and Divisions have to ensure that all protégés are linked to a mentor and have a structured mentoring relationship at a formal level.

**PRE-ASSESSMENT.** The mentors and protégés have a discussion where the developmental goals are set. Part of this discussion includes the quality of evidence required to determine whether the objectives of the programme will be met. A useful mechanism in formulating developmental goals is the use of some form of diagnostic instrument. Such an instrument may comprise questionnaire batteries for completion by protégés and supervisors, tests of potential and the like.

**SELECTION OF MENTORS.** The matching of mentors and protégés is absolutely critical. The DOD has to identify and train its own mentors. Where there has already been a mentoring aspect between supervisors and subordinates, this relationship must be encouraged to strengthen the work relationship and improve competencies. Information about what the potential participants should consider is important so that one has a strong foundation on which the matching can be based.

**MENTORING CONTRACT.** To ensure that there is clarity as to what is to be achieved, a learning contract will serve as a mechanism to ensure effective communication and understanding. Some guidelines are useful in the documenting of what needs to be achieved and how the achievements will be evaluated.

**SKILLS AND QUALITIES.** Mentors should promote objectivity, be non-judgemental, respect confidentiality and further help the officials to grow and become effective in their respective services and divisions.

**Benefits of mentoring and coaching**

Coaching is applied as a developmental programme designed to assess, achieve specific objectives in regard to learning goals and joint agreement outcomes and improve individual performance. The coaching relationship is based on respect, trust and rapport. Coaching helps the individual explore himself, his weaknesses, potential and how he might progress in the organisation.

**Conclusion**

The overall mentoring process must be managed well to ensure the effectiveness of intervention. It must be coupled to the skills development initiative in the DOD. The mentoring and coaching relationship has to take cognisance of the transformation imperatives in the DOD and diversity management in the DOD. The development of partnerships between Chief Directorate Transformation Management and Services and Divisions to enhance synergy and improve expertise is therefore crucial and all role players should see the programme as a learning experience with the long-term objectives of improving employee performance and development.
Captains of Industry join SA Army Reserve

By Lt Col Frans Pale
Photos: Sgt Lebogang Tlhaole

The South African National Defence Force (SANDF) achieved a milestone in September 2007, when it appointed five colonels from the business sector to serve in the SA Army Reserve Component.

Announcing the appointments at the SA Army College in Thaba Tshwane the Chief Director SA Army Reserves, Maj Gen Keith Mokoape, said the appointments signalled a new era in the SA Army Reserve as the new appointees brought expertise, knowledge and skills to the SANDF.

Below, SA Soldier publishes profiles of the appointed officers.

Empowering community broadcasters

Lt Col Evarista Tom Seeta (56), a former soldier in the military wing of the African National Congress (ANC), Umkhonto we Sizwe (MK). Currently he is the Executive Director of the Radio Freedom Institute of Broadcasting, whose mandate is to provide training in radio journalism. As an Executive Director, he is responsible for organising funding and providing scholarships to community radio stations in South Africa.

“As a Reserve Force member, I bring my underground experience from the days of the struggle, especially in communication and networking. My colleagues and I worked hard in the MK to usher in a democratic dispensation in South Africa. Today, I continue eliminating ignorance in the minds of young men and women in our country by training them to become community broadcasters,” said Lt Col Seeta on how his skills would benefit the SANDF.

Lt Col Seeta lives in Johannesburg with his wife of 20 years, Mercedez, his two children and two other children from extended families.

Imparting knowledge and skills

Col (Dr) Khulu Zephania Mbatha (54) is the former Chief Representative of the ANC in Athens, Greece. When the ANC re-established itself after its unbanning in 1990, he had been Co-ordinator of its National Executive and National Working Committees within the office of the Secretary-General between 1990 and 1994.

From 1994 to 2000 Col (Dr) Mbatha served the SA Government in various positions as a public servant. He was the first secretary to the late Mr Alfred Nzo, Minister of Foreign Affairs (1994-1995), Minister Counsellor at the United Nations, New York (1995-1996), SA Consul General to Munich, Germany (1996-1998) and was also Acting Director-General at the Department of Home Affairs (1998-2000).

In 2000 he joined the private sector and became the first Chief Executive Officer of the Road Traffic Management Corporation.

Maj Gen Keith Mokoape, the Chief Director SA Army Reserves (left), presented Lt Col Evarista Tom Seeta with a certificate for attending the orientation course for newly appointed Reserve Officers.

SA SOLDIER • MAY 2008
Col (Dr) Khulu Zephania Mbatha.

He is currently Director of Sinqobile Equestrian Security Services (Pty) Ltd and a trustee of the Ekukhanyeni Relief Project, a non-governmental organisation dealing with HIV and AIDS issues.

Col (Dr) Mbatha looks forward to imparting his knowledge and skills to members of the SANDF. He lives in Pretoria with his wife and three children.

Wealth of invaluable experience

Col Sipho Luyolo Majombozi (49) is currently a senior staff officer (SSO) in the Reserve component of the SANDF. As director of various companies in the private sector,

Col Majombozi brings with him a wealth of invaluable experience to the SA Army.

His career highlights include, among others, experience in setting up and sourcing finance and obtaining sponsorships for running businesses, business development, strategy development, policy development skills and project management skills.

Col Majombozi is also the current Deputy Chairman of True Class Motor Holdings and Director of Sandown Motors.

During the liberation struggle Col Majombozi spent time as a science teacher and as the Head of the Science Department, Solomon Mahlangu Freedom College in Morogoro, Tanzania.

Col Majombozi lives in Johannesburg with his wife and three children.

Shaping policies and legislation

Col Joseph Ntshikiwane Mashimbye (39) serves as Head of the country’s Air Defence Artillery Formation in the Reserve Force.

In his civilian capacity, Col Mashimbye is currently Executive Chairman of AA Emergency Services. He is also Director of Lowveld Horticultural & Landscapes and Khuleka International Trade Services as well as Chairman of Baithapi Investment Holdings.

Col Mashimbye played an important role in the drafting of South Africa’s first democratic constitution, and in particular helped shape the Defence, Intelligence, Safety and Security Constitutional Framework, policies and legislation.

Prior to South Africa’s independence, Col Mashimbye lived in exile in various African and Eastern European countries where he received specialised military training under MK.

* A profile on Col Johnny Sexwale was published in the October 2007 edition of SA Soldier.
SA National War College has a new Commandant

By Lt Col Frans Pale
Photo: F Sgt David Nombshongwana

Brig Gen Sipho David Mashobane took over command as the new Commandant of the South African National War College (SANWC) during a change of command parade held at Thaba Tshwane on 22 February 2008.

Speaking during his inaugural, Brig Gen Mashobane said he was looking forward to the challenge of hosting the military initiative called “Centre for Conflict Simulation” which will play a key role in preparing for the 2010 FIFA World Cup.

Paying tribute to his predecessor, Brig Gen William Nkonyeni, he said that he was grateful to him for managing the College successfully. “I am conscious that I will not lower the standards set by Brig Gen Nkonyeni in running the affairs of the SA National War College since its inception,” said Brig Gen Mashobane.

Earlier on, while handing over the symbol of command to Brig Gen Mashobane, Brig Gen Nkonyeni called on the staff members of the SANWC to give Brig Gen Mashobane the necessary support and co-operation to enable him to execute his duties properly.

Turning to Brig Gen Mashobane for a word of advice, Brig Gen Nkonyeni said: “Managing the SANWC is not easy since the stakeholders has different interests and a different understanding of the programme.

“You will be educating, training and developing officers of the South African National Defence Force (SANDF) and other friendly countries. “You will need a balancing act to deal with this challenge. What that balancing act is, you will have to determine for yourself. I wish you good luck and success,” said Brig Gen Nkonyeni.

Brig Gen Sipho David Mashobane (left) receiving the symbol of command from Brig Gen William Nkonyeni at the change of command parade held at Thaba Tshwane.
Military Police even chillier to combat crime

By WO2 Solly Mothapo, Warrant Officer MP Doctrine
Photos: Sgt Lebogang Tlhaole

The time has come for the Military Police Division to be explicitly distinguished from other soldiers by the international Military Police Guardsman Red Beret (chilli red). The Military Police Division (MP Div) has been wearing this chilli red beret, so-called, but in reality it is not chilli red. It almost looks orange when still new, but later it fades and looks like a Personnel Service (HR) beret.

New MP Div Guardsman Red Beret

The MP Div HQ requested the approval of the Guardsman Red Beret in November 2005 in the SA Army because this colour was internationally recognised as that representing Military policemen and women. The SA Army Council approved this request after considering the suitability of this colour for the MP Div.

On 1 November 2007 the MP Div had planned to change over to the new Guardsman Red Beret, but unfortunately because of a delay in the procurement system the attainment of the target date was not possible.

The Provost Marshal General, Brig Gen M.J. Ledwaba, then approved the date of 1 April 2008 for all MP Div (SA Army Personnel) to change over from the old known MP beret to the new Guardsman Red Beret (chilli red).

The MP Div has since then been identified with this beret. The new beret could now possibly influence MPs to be even “chillier” than before the change-over when combating crime.

Should any SANDF personnel wish to contact the MP Div to report criminal activities they can do so by phoning the Toll-free Crime Line at 0800 222091 or sending an email to mptagency@mweb.co.za.

OLD BERET Cpl Promise Ledwaba.
NEW BERET Lt Esewu Mathembula.
Many young new soldiers on parade

Article and photos by Sgt Lebogang Tlhaole

Together 144 Military Skills Development System (MSDS) members attended their passing-out parade after completing Basic Military Training. The parade was held at 2 Field Engineer Regiment, commonly known as the Home of the Field Sappers, at Bethlehem on 10 April 2008.

Addressing the guests that included the Executive Mayor of Dihlabeng Local Municipality, Mr T.H.M. Mofokeng, and family members of the MSDS members, the General Officer Commanding SA Army Engineer Formation, Brig Gen Luvuyo Nobanda, congratulated the members on their hard work and determination.

Brig Gen Nobanda said: “I can assure you all the members passing out today will be different from when they came in because they have been exposed to military culture. I would salute them for this achievement, as not everybody can be a soldier.”

Turning to the youth on parade, Brig Gen Nobanda reminded them: “During your training you have been taught to obey orders, to work as a team, to have loyalty, discipline and many other important skills that may help you even after you have left the military.”

Brig Gen Nobanda thanked the community of Bethlehem, and especially the parents who allowed their children to join the DOD through the MSDS.

The next level of training of these youths will be in the Engineer Corps where they will be taught about water purification, bridge-building, mines and explosives, power tools, driving and maintenance.

At the end of this phase they will be allocated to the various Engineering units, such as 2 Field Engineer Regiment, 1 Construction Regiment and Terrain Intelligence for further functional training.

Speaking to SA Soldier, Recruit Kgomotso Theodora Matjeke, who received the best marksman trophy, said: “I want to contribute to the nation by providing my services whenever they are needed, as in the past (2007) national public service strike where our men and women in uniform were called to serve in public hospitals and schools. It really makes me feel proud to serve where my services are needed.”

The five top learners who were awarded trophies and certificates for their hard work and dedication were Recruits Meriechen Absolon, Phindela Plaatjie, Thatoyaone Mogware, Kgomotso Matjeke and Ramokgadi Moroka.
TB - what you need to know

By Anne Hahn
(Courtesy Clicks ClubCard, Issue 2, 2008)
Photo: F Sgt David Nomtshongwana

Tuberculosis (TB) is a contagious bacterial disease that affects mainly the lungs, but can spread to other parts of the body. It has been around a long time: it has been found in skeletal remains as early as 4 000 BC and noted by Hippocrates (around 460 BC) as the most widespread (and usually fatal) disease of his time.

Called “consumption” by Hippocrates, this term was used for centuries because of the way people with the disease wasted away. The organism that causes TB, Mycobacterium tuberculosis, was identified by Robert Koch in 1882. But it was only with the advent of antibiotics in the 20th century that effective treatment became a possibility.

The bacteria are spread in the air, so you can contract TB if someone who has TB coughs, sneezes or even laughs near you - droplets in the air from the lungs are breathed in. However, the vast majority of TB carriers and people exposed to the TB bug will not develop active TB. Some people can harbour the bug in their bodies for years (known as latent TB) until something reawakens it, or the infection may remain dormant all their lives.

TB enters the body through the airborne route and the lungs are the most affected organs (known as pulmonary TB), but it can be spread through the bloodstream to other parts of the body.

What is the treatment for TB and how effective is it?

TB researcher, Dr Chris McEvoy of the Division of Molecular Biology and Human Genetics at Stellenbosch University, comments: "TB is completely curable in 99.9% of uncomplicated cases. The trouble is that it is not particularly easy to cure. Patients need to take four drugs for at least six months, and some drugs do have side effects. Also, when patients start feeling better after three or four months, they do not bother to continue treatment. When they fail to take the full course, there are still a few bacteria left. Because these bacteria have been exposed to the drugs, they stop responding to the drugs if taken again in the future. These bacteria can then infect someone else and even though this person has never had TB treatment, the standard treatment will not work (called drug resistance)."

When the bacteria become resistant to two or more of the most efficient TB drugs, it is called multi-drug-resistant (MDR) TB, and an even more resistant strain, extremely or extensively drug-resistant (XDR) TB, is resistant to most TB medication. It is people with MDR-TB and XDR-TB who are making news headlines: the result of having stopped treatment - MDR-TB and XDR-TB treatment may require a hospital stay as long as two years, and apart from getting bored and depressed, patients may feel they are letting their families down if they are the breadwinners.

Although doctors encourage patients to remain in hospital to protect their families from infection, they cannot enforce this - and attempts to use court interdicts to detain them have not proved successful. The sad truth is that although TB is curable, worldwide over two million people a year die of TB, and the drug-resistant strains are complicating treatment.

What is the risk of getting TB?

"The people at greatest risk are people with an impaired immune system," says Dr McEvoy. "The drug-resistant bugs generally are not as virulent as other strains and probably would not infect healthy people, but because of the high HIV and AIDS burden in South Africa, these strains are increasing." Other factors that can make people more susceptible to TB are alcohol and drug abuse, malnutrition, smoking and ageing.

These factors may also contribute to the transformation of latent TB into active TB. "The bug basically goes to sleep until your immune system is affected," explains Dr McEvoy.

Poverty is a huge contributory factor because of overcrowding (which increases transmission of the disease) and lack of proper medical care. Another complication of TB infection in HIV-positive people is that the different medications used for TB and HIV infections may interact and result in less effective treatment. The World Health Organization encourages joint TB/HIV intervention programmes that encompass home care, community care and hospital/clinic care.

Symptoms

Some TB symptoms are similar to those of flu. If you have any of the following, you should consult a doctor for a TB test:

- Cough that lasts for over three weeks
- Discoloured or bloody sputum

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Genesis 1 verse 26: "Then God said, And now we will make human beings; they will be like us and resemble us. They will have power over the fish, the birds, and all animals, domestic and wild, large and small."

THE MILITARY VETERINARY INSTITUTE

As SA Military Health Service (SAMHS) members, it is indeed a privilege to be charged with such an enormous responsibility to care for the animals utilised by the SA National Defence Force (SANDF) in their various roles and functions.

The Military Veterinary Institute (MVI) is a unique SAMHS Force Structure Element that was formally approved by the Minister of Defence on 22 September 2002. The vision of the Institute is: “An excellent canine capability and veterinary service provider” and the vision of the MVI is to provide professional specialist training and well trained dogs, and to ensure a superior veterinary service to approved clients by enabled personnel when and where required.

To ensure the mission of the MVI the Training Wing and the Clinical Wing play an integral part in the day-to-day functioning of the Institute.

Training Wing

The Training Wing of the MVI provides specialist training and well-trained dogs to approved clients of the Institute. Specialist para-veterinary training includes: veterinary assistant approved clients by enabled personnel when and where required.

Taking care of our animals

By Lt Col Ruan Harris

Night sweats
- Feeling tired all the time
- Mild fever or chills
- Loss of appetite or weight loss
- Pain in the chest while breathing or coughing.

TB in other parts of the body can be accompanied by different symptoms:
- Painful urination or blood in the urine - TB in kidney or bladder
- Pus draining from lymph nodes - TB in lymph nodes
- Lump in scrotum (in men) or sterility (in women) - TB in reproductive system
- Back pain or paralysis - TB in spine. It is important to start treatment early, so do not delay going for testing (either to your GP or your local day hospital) if you suspect you may have TB.

TB testing and treatment

You will be asked to cough and give a sputum sample, which will be sent to a laboratory to check if the infection is active.

A chest X-ray will also show if there is latent or active TB present in the lungs.

Treatment involves a combination of drugs to kill bacteria, sterilise them and prevent a relapse. The combination of medications changes as treatment progresses. So it is essential to return for regular follow-ups and to complete the full course of treatment.
courses, veterinary orderly courses and specialist veterinary orderly courses. Specialist dog-related training includes: dog handler courses, advanced dog handler courses and dog instructor courses. The Training Wing is situated in Potchefstroom where all relevant training is conducted.

Dogs in the SANDF are utilised in five disciplines, namely patrol dogs, guard dogs, narcotic detection dogs, explosive detection dogs and tracker dogs.

**Clinical Wing**

The Clinical Wing is responsible for delivering a superior veterinary service to all animals utilised in the SANDF. Not only does the Clinical Wing provide services to dogs utilised in the SANDF, but also to all wildlife (game) utilised on SANDF terrain.

Veterinary services are rendered by the Potchefstroom Military Veterinary Hospital, the Wingfield Animal Health Centre (Western Cape) and the veterinary orderlies stationed in other areas.

The Clinical Wing is also responsible for breeding dogs to be trained and utilised in various units in the SANDF.

The motto of the MVI is "Nakhekela Isilwane", which could be translated as “Care of Animals”.

Pte Neo Malope assisting with the socialising of young Rottweiler puppies at the breeding section of the Military Veterinary Institute.

Capt D.J.C. Blignaut preparing a patient for general anaesthesia by inserting a catheter into the patient’s vein.
The first two PSAP distance education graduates

Article and photo by
Lt Col D.W. van Wyk, SO1
Transport and Control Specialist

Mr E. Mallum and Mr M.H. Teffo are the first two Public Service Act Personnel (PSAP) to obtain a Bachelor of Military Science (B Mil) degree through distance education at the Military Academy in Saldanha.

The graduation ceremony took place at the University of Stellenbosch on 12 December 2007. Both members have qualified for a B Mil in Organisation and Resource Management.

They agreed that this was an opportunity of a lifetime and that they had had such an opportunity, which they grabbed with both hands. They are also of the opinion that this kind of accomplishment is attainable if you are committed, believe in yourself and have the absolute support of your family.

Mr Mallum explained that this programme was very challenging as distance education students had no more than two contact sessions per year - one per semester. One was isolated and had to rely on telephone calls to communicate with the lecturers when one experienced any difficulty.

Mr Teffo said that the programme was very useful for his personal development. Though the books were expensive, he concurs that good education does not come cheap.

Another contributing factor according to these members was that you could rely for motivation on friends and students who have experienced this kind of commitment and know what it is to persevere.

Mr Mallum is currently working at the SA Navy in Simon’s Town. Mr Teffo is at DOD Logistic Support Formation in Lyttelton and has enrolled for honours in Organisation and Resource Management at the Military Academy.

Mr E. Mallum (left) and Mr M.H. Teffo, the first two PSAP distance education graduates to obtain a Bachelor of Military Science (B Mil) degree at the Military Academy in Saldanha.
Hazards associated with computers

By WO1 M. Bester, SHERQ Manager

Thousands of military people work long hours at computer workstations every day. Most of them do not know that they are exposed to certain hazards and illnesses that will occur from the prolonged use of computers. The concentrated effort of working on computers can take its toll in sore backs, tired muscles, irritability, stiffness, fatigue and eye strain.

This eight-part series of articles is intended to sensitise you to the hazards associated with computers and to establish principles that will help you create a safe and comfortable computer workstation.

Introduction to computer workstations

To create a safe and comfortable computer workstation, one must understand that there is no single “correct” posture or arrangement of components that will fit everyone. However, there are basic design goals, some of which are shown in Figure 1, to consider when setting up a computer workstation or performing computer-related tasks.

Consider your workstation as you read through each section and see if you can identify areas for improvement in posture, component placement, or work environment. This article provides suggestions to minimise or eliminate identified problems, and allows you to create your own “custom-fit” computer workstation.

Work process and recognition

Even when the design of the workstations is correct and environmental factors are at their best, users can face risks from task organisation, which can intensify the impact of other risk factors, such as repetition. Addition-ally, failing to recognise early warning signs could allow small problems to develop into serious injuries. Addressing task organisation factors and medical awareness can help minimise the risk of developing musculoskeletal disorders (MSDs) and stop the progression to injury.

PROLONGED PERIODS OF ACTIVITY

Potential hazard

Computer work, whether it is for a job or for fun, may appear to be a low effort activity when viewed from a total body perspective, but maintaining postures or performing highly repetitive tasks for extended periods can lead to problems in localised areas of the body. For example, using a mouse for a few minutes should not be a problem for most users, but performing this task for several uninterrupted hours can expose the small muscles and tendons of the hand to hundreds or even thousands of activations (repetitions). There may not be adequate time between activations for rest and recuperation, which can lead to localised fatigue, wear and tear, and injury. Likewise, maintaining static postures, such as viewing the monitor, for a prolonged period of time without taking a break can fatigue the muscles of the neck and shoulder that support the head.

Possible solutions

- Provide variation in tasks and workstations so there is time to recover from the effects of activity. There are several ways to provide recovery time for overused muscles.
- Utilise an adjustable workstation so users can easily change their working postures. The use of easily adjustable furniture, for example, allows you to change seated postures frequently, which allows different muscle groups to provide support while others rest.
- Ensure that there is enough workspace so you can use each hand alternately to perform mouse tasks. This allows the tendons and muscles of the free hand to rest.
- Substitute keystrokes for mouseing tasks, such as Ctrl+S to save,
In the work environment, presentation is everything; the way you dress, the way you speak, your body language, your business manner and etiquette.

What is etiquette? The Concise Oxford Dictionary defines etiquette as “Conventional rules of personal behaviour in polite society”.

Etiquette speaks about personal behaviour, which indicates that it is something we acquire and practise as individuals. Polite society is about order, respect for others, following protocol, and earning respect in return. Terms such as courteous, good manners, pleasant demeanour, consistency, consideration and many other

**MEDICAL AWARENESS AND TRAINING**

**Potential hazard**

Employees who have not been adequately trained to recognise hazards or understand effective work practices designed to reduce these hazards are at a greater risk of harm. Without proper medical awareness, MSD signs and symptoms may go unnoticed and unaddressed. For example, users who do not understand the risk of bad body postures or techniques do not have the knowledge to participate actively in their own protection. Delays in detection and reporting can result in more severe injury.

**Possible solutions**

- Computer users should take the time to obtain general ergonomics awareness training on the following issues:
  - Factors related to specific computer components that may increase discomfort or risk of injury.
  - High repetition tasks or jobs that require long periods of static posture may require several short rest breaks (micro-breaks or rest pauses). During these breaks users should be encouraged to stand, stretch, and move around. This provides rest and allows the muscles enough time to recover.
  - Alternate tasks whenever possible, mixing non-computer-related tasks into the workday. This encourages body movement and the use of different muscle groups.

**A smile goes a long way**

**Uncompressed**

By Mr E. Badenhorst,
DCD (PSAP) Career Services
Photo: F Sgt David Nomtshongwana
A smile goes a long way

descriptive words come to mind when thinking of etiquette. Etiquette is far more than just eating with the right fork.

Conduct at the office
Do not just drop in; make an appointment to see a colleague. Stop at the door and announce your arrival by knocking on the door. Wait to be called in. Remain standing at the threshold until asked to enter. Greet the host either with a salute or a handshake. The host should indicate to the visitor where he or she should sit. Do not take a seat before asked to do so. Always adhere to special requests of others in their offices pertaining to eating, drinking, smoking, etc.

Do not borrow money from colleagues under any circumstances. Avoid office relationships. Avoid becoming the office gossip.

RESPECT TIME. Always arrive on time, or slightly early (maximum 7 minutes). It is inconsiderate to arrive well before an appointment. Respect the host by keeping to the reason for the visit (agenda) and finishing in time. It is, however, considered good etiquette to start off with some small talk before moving on to business matters.

The handshake
In most Western countries a handshake is a gesture of warmth and friendliness, trust and respect, even though it only lasts for about three seconds. Rules for a good handshake include:
- Shake with the right hand
- Both parties should extend hands simultaneously
- Men should wait for women to initiate a handshake as women do not have to shake hands
- The handshake should be firm (not crushing or causing pain)
- Make sure your hand is dry and clean
- Depth of grip: Palm to palm, not gripping the fingers

- Keep eye contact, do not stare
- Do not touch the person with the other hand in any way, as it may be interpreted as manipulative or even harassment

Telephone etiquette
Some rules for the receiver:
- Pick up the phone before or on the fourth ring
- Say your name followed by a greeting, eg “good morning”
- Be patient and tolerant
- Show a genuine interest
- Allow the caller to finish the conversation
- Should you not be at the office, ie when on leave, transfer telephone calls to a colleague

Some rules for the caller:
- Greet and say your name and where you are calling from
- Indicate the reason for the call
- Indicate who you wish to speak to
- Neither the caller nor the receiver should be eating or chewing while talking

Bathroom etiquette
Some do’s and don’ts:
- Do not discuss business in the bathroom
- Wash your hands regularly
- Flush … and again
- Tidy up before you leave
- Do not take forever
- Do not queue, rather come back later
- Remember, everyone is equal in the eyes of the bathroom!

Appearance and personal hygiene
A first impression is a lasting impression, and you never get a second chance to make a first impression. Consider these pointers:
- Practise good oral hygiene, take care of gums and teeth, ensure fresh breath
- Keep hair and nails clean and well kept, get rid of dandruff
- Beware of body odours, consider using deodorant, perfume, etc

- Dress to impress: Make sure your clothing fits properly, that it is clean and ironed. Revealing clothes, ie open shoulders and backs and showing cleavage is not appropriate in the workplace. Personnel should dress and behave in a manner that enhances the reputation of the Public Service
- Do not share towels, hairbrushes, nail clippers, etc
- Do not sniff if you have a runny nose, use a clean tissue or handkerchief
- Never pick your nose or scratch in your ears
- Eat with a closed mouth
- Do not walk around with a toothpick in your mouth

Lift etiquette
When waiting for the lift, allow those inside to get out before entering.
If you are nearest to the door when waiting for the lift, get in first, then hold the door open until everyone else has entered - do not push past those in front of you to get in first!
If you are among the first to enter and first to get out, stand to the side near the door rather than at the back. Assist people with mobility impairments.

Where to start
One could gather from the above that etiquette has much to do with respect for oneself and others, appreciation of rules and conventions in order to make the workplace a pleasant environment. As there are literally thousands of rules to adhere to, it is inevitable that we will at some time commit a faux pas. A consistent demeanour goes a long way in establishing credibility and attracts people. Fortunately we could go a long way with a big smile and by remembering all that we have been taught at kindergarten.

Do unto others … what you want them do unto you.
SA Forces Cricket Championships

By L Cpl Ally Rakoma
Photo: F Sgt David Nomtshongwana

ANDF Amateur Cricket has made headway in hosting the SA Forces (Security) Cricket Championships at ASB Nelspruit in Mpumalanga. The competition has also positioned the eastern part of our country as the home of sport. The participating teams were from the SA National Defence Force (SANDF), the SA Police Service (SAPS) and the Department of Correctional Services (DCS).

Speaking to SA Soldier, the Patron of SANDF Cricket, Brig Gen Morris Moadira (GOC ASB Bloemfontein), said that the aim of the tournament was not only to win, but also to promote cricket and to fraternise with each other. "It is an effort to build and sustain sporting vibrancy among our forces," he said.

We also caught up with Petty Officer Henry Abrahams, Director Amateur SANDF Cricket, who said that the aim of hosting the tournament was to promote sound interdepartmental relationships. "We also enhance social cohesion between the SANDF and communities by conducting coaching clinics using cricket or sports as a vehicle," said Petty Officer Abrahams.

Matches were played on 29 and 31 March and on 2 and 3 April 2008 at the Penryn College in Nelspruit.

RESULTS

29 March: SANDF vs SAPS
SAPS won by 1 wicket

31 March: DCS vs SAPS
SAPS won by 2 wickets

2 April: SANDF vs DCS
SANDF won by 39 runs

3 April: SAPS vs DCS
SAPS won by 179 runs

Overall winners
Best team: SAPS
Best batsman: R. Kriel (DCS) - 147 runs at an average of 73 per innings.
Best bowler: R. Nkolonyane (DCS) - 9 wickets at 17.11 per wicket and 5.13 per over.
Player of the tournament: B. Lemmetjies (SAPS) - 133 runs at average of 44.33 per innings, 6 wickets at 16.66 per wicket and 5 per over and 4 catches.

The SANDF batsman showing resistance during a thriller match against the Department of Correctional Services.
First SA Army Combat Rifle Shooting Competition

By Maj Merle Meyer, Com Officer
SA Army Inf Fmn
Photo: Col Ray van Zanten

The sound of shots sounded over the De Brug Training Area from 4 to 8 March 2008, when the very first SA Army Combat Rifle Shooting Competition took place. Altogether 22 teams from the Reserves and 22 Regular units participated in this competition, each team consisting of eight shottists.

The aim of the competition, presented by 44 Parachute Regiment, was to improve the musketry skills of SA Army soldiers.

Previously the Reserves participated in the Gold Cup and White Horse Shooting Competitions and resulted in several Reserves taking part in both national and international shooting competitions. The results of the competition were excellent and the winners in each category were as follows:

**REGULARS**

Team category - 1 Special Service Battalion

Individual - S Sgt J.J. Ungerer from Infantry School

Individual (Novices) - Gunner M.B. Gamphe from 10 Anti-Air Regiment

**RESERVES**

Team category (Gold Cup) - Regiment President Steyn

Team category (Development team) - Vrystaat Artillery Regiment (Development Team)

Individual (Men) - S Sgt R.E. Fortman from Natal Carbineers

Individual (Women) - Rifleman N.P.D. Mncwabe from Natal Carbineers

**COMBINED RESULTS FOR THE REGULAR AND RESERVE UNIT TEAM (TOP TEN)**

Regiment President Steyn
Natal Carbineers
Witswatersrand Rifles
Regiment De La Rey
1 Special Service Battalion
Vrystaat Artillery Regiment
Cape Town Rifles
School of Armour
School of Tactical Intelligence
3 Parachute Battalion

**COMBINED RESULTS FOR THE REGULAR AND RESERVE INDIVIDUALS (TOP TEN)**

Lt J. Loock - Witswatersrand Rifles
Bdr H.J. van der Merwe - Vrystaat Artillery Regiment

Brig Gen Clive van Schalkwyk, the Deputy Chief of the SA Army Force Preparation, presented the awards and congratulated the members on achieving excellent results. He encouraged all the participants to train hard during the year, as musketry is the one military skill that all soldiers must have. He also complemented 44 Parachute Regiment on the excellent presentation of the competition.

Congratulations to all the winners, but also to each participant as all had trained hard to do their best.
Fire-fighters ready to put out a fire during the rescue.

By WO1 David Bessinger
Photos: WO2 Christo Crous

Air Force Base Langebaanweg Fire and Rescue Services was once again awarded the Gold Certificate for the Best Airport Rescue and Fire-fighter Service in the SA Air Force at Swartkop Airfield on 1 February 2008.

The successes started with policies and contingency plans for which all personnel had taken responsibility and had maintained standards in the workplace.

The section had, since the inception of the SA Air Force Prestige Awards, achieved the top three Fire and Rescue services awards, and attained first place on five occasions. These remarkable achievements were due to the dedication of all AFB Langebaanweg fire-fighters, who had a great sense of pride and commitment towards the section and the SA Air Force.

According to WO1 David Franklin Bessinger, Fire Chief, the section had made an enormous effort in implementing, recording and documenting data and information through all the processes that they had put in place, which enabled them to reach their goals and objectives. This included people management, training and a consolidated business plan.

“We are constantly trying to improve our skills and the effectiveness of our leadership by involving all the people. Working with local authorities and co-operating with the local community makes the fire-fighters feel part of the solution, and they are motivated as their needs are being addressed,” said WO1 Bessinger.
The right shock absorber for your investment portfolio

The road to success is often paved with a few hurdles - soaring interest rates, spiralling food and petrol prices, a plummeting rand - can all take their toll on your investments in the short-term. The resulting market volatility coupled with exposure to risky asset classes can dampen the most promising investment horizon.

"And where does that leave your investment confidence," asks Rosie Wilson, Market Development Manager for Old Mutual? Here is some reassuring news. When unpredictable markets threaten to uproot your sense of stability, and emotion overrides reason, there is an investment option that will cushion the ripple effects of market fluctuations – Smoothed Bonus funds.

Improved suspension all round

Designed to absorb the knocks, a Smoothed Bonus investment literally iron out the creases in your investment performance by holding back some of your growth in the good times and releasing them in tough times. Almost like a reservoir, growth is released to ensure an even flow and a smooth ride.

Says Wilson: "Because we fully understand your need to get out on top, thanks to the ingenuity behind Smoothed Bonus funds, you can. Once the stabilising effect of Smoothed Bonuses takes over, being at the mercy of short-term market forces will be much less of a factor."

Smooth Bonus funds allow investors to participate in a balanced spread of local asset classes that includes equities, fixed interest and property as well as offshore exposure; give investors peace of mind through smoothing of market volatility; and provide a core solution for investors' portfolios.

Performance highlights in 2007 for Old Mutual’s retail range of smoothed funds

- Real (i.e. above inflation) bonus declarations between 5.8% and 7.2% depending on the underlying taxation of the portfolio. Declarations are net of investment fund charges and tax.
- Funds remain in an excellent financial position and are well positioned to continue delivering excellent value to policyholders.
- Old Mutual Flexi Smoothed Bonus fund has delivered real returns averaging 6% p.a. above inflation since inception in 1984.
  Source: Old Mutual 2007 smooth bonus declarations

The best of both worlds

When the outlook for the economy seems uncertain, and it seems like cashing-in would be your best option, Smoothed Bonus funds remain a key solution to deliver long-term investment success. In fact, it is in this very environment that Smoothed Bonus funds come into their own. And with the current turbulence in the markets, 2008 augurs well for these funds to continue delivering real value.

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Wise leadership

By Chaplain (Dr) D.I. Maasdorp, DOD School of Logistical Training

EXT: JUDGES CHAPTERS 4 and 5.

Leadership per se is not a responsibility that is afforded to only a few, but it is a privilege given by God to all people.

Leading is simply guiding and influencing your people in the ways of doing things, not doing their job, but enabling them to do their job.

When people start believing in you, relying on you as a person and your words become meaningful to them, without any contradictions or incongruency, then you are a wise leader.

This implies that you lead with wisdom. Wisdom means prudence, skill, comprehensive insight, enlightenment, a right application of knowledge and an insight into the true nature of things. Wise leadership recognises the truth and applies it without preferences. It is responsible, loyal and has integrity.

In this article we intend to visit the leadership of the Judges, with special reference to the qualities of leadership of Deborah for effective leadership.

Leadership Judges 4 and 5

Under the leadership of Joshua, Israel for the most part conquered and occupied the land of Canaan.

After their victory over their enemies, Israel deliberately served foreign gods and broke the law. The covenant was broken. As a means of punishment God delivered them into the hands of various oppressors, but because God is loving and caring He intervened when He heared the cry of His people and delivered them from their enemies. One of the Judges of a special kind was Deborah whom God raised to free Israel from her enemies.

The call of Deborah

In Judges 4:4 Deborah is named a prophetess and a judge of her time. As a prophetess, she was a spokesperson of God. God gave her wisdom.

Deborah had an undying access to divine truth. When men of her time despaired, she would rise and save the nation. She was indeed a courageous and noble woman.

Verse 9 tells us that every time Deborah won, the glory went to the Lord who gave her wisdom. But now we want to look at specific qualities underlying the leadership of Deborah.

Commitment

Taking our point of departure from the dynamic leadership of Deborah, we want to focus on “commitment”, one of the qualities signifying her leadership. We have learned about her courage, bravery, boldness, and charismatic approach in exercising her leadership.

Commitment as a quality of Deborah’s leadership continues after her and her circumstances and the best example of this is in the life and ministry of Jesus. His life, ministry and the calling of His followers were commitment par excellence.

Throughout the New Testament Jesus was always direct with those who wanted to follow Him. To those at the waterside He said: “Come and I will make you fishers of men”. He made sure they counted the cost and set aside any conditions they might have had for following Him. As God’s Son, Jesus did not hesitate to demand complete loyalty.

Even family loyalty was not to take priority over the demands of obedience. Jesus puts it categorically that those who want to following Him, who want to be His disciples, must leave father, mother, brothers and sisters behind and follow Him.

The decision to follow Jesus should not be put off, even though other loyalties compete for our attention. Nothing should be placed above a total commitment to live for Him.

Confidence

Deborah was a bold and confident leader. These qualities were not born
of her great abilities or natural wisdom. It stemmed from her relationship with God and what she knew He was capable of doing with a willing vessel.

She was no doubt aware of the mighty exploits of those God had used before her, including Moses and Joshua. Her confidence showed she believed all she had heard about the great Yahweh. She knew Him to be faithful and true to His people. Deborah’s confidence and strength were admirably balanced with a receptive humility, totally void of arrogance or pride. This is clearly evident in Judges 5:24 where Deborah praises Jael’s loyalty. She did not claim the limelight for herself, on the contrary she left it to others.

Deborah thinks and acts here according to God’s guidance. This gives form and content to her leadership. Her inspiration was from the God of Israel. Not for one moment did Deborah doubt that the God who delivered Israel, the God of the Exodus, would do so again. She assured the war general Barak that in God the nation had already received victory. This “confidence” as a leadership quality of Deborah can be found time and again in the New Testament. Paul left us with no illusions when he claimed the same confidence in God when he put it that he was convinced that nothing could separate him from the love of God which is in Christ Jesus.

**Courage**

Deborah had a brave heart and was willing to initiate action against the forces opposed to God’s purposes for His people. She knew the Spirit behind their mission was far greater than any opposition they could face, and she already understood the principles later revealed by God through His Word.

Deborah led the people in an actual battle, and had the courage to believe God would deliver the enemy into their hands, as He had promised.

Think again whether there is a strategy of the enemy operating in opposition to the purpose and the will of God in you. I want to say to you, take courage for the Lord who inspired Deborah with courage in the face of opposition is on your side. He is willing and able to deliver. You are more than a conqueror in Christ (Rom 8:37-39). Choose to align yourself with Him according to the provisions of His Word. Take the authority He has given you in prayer, resist the enemy by renouncing his works and watch him flee.

**Cost**

Deborah’s effective leadership according to the story in Judges, chapters 4 and 5, was not without cost as it meant that a different stance was to be upheld in order to lead those around her without fear or favour. She had to pledge her loyalty and faithfulness to God, as opposed to those around her. That alone demanded a strong character.

Judges 4:1 tells us that the Israelites began to do what was displeasing (evil) to the Lord by not obeying the commandments, deviating from what was expected of them in relation to the Lord’s commandments. The lawlessness that entangled them led to the breaking of the moral fibre and compromising of norms and values.

Yet Deborah was never tempted to compromise herself and participate in those practices. One could ask: is that not a sign of wise leadership? It is not easy, especially when the pressure is intensifying, but it is possible for those whose faith and loyalty are upheld by the faithfulness of God.

Let us consider the personal cost in leading as she did (4:5, 8-10), namely her marriage, her time and her culture. Because she was leading with a difference the Israelites came to her to have their disputes resolved. This cost her time and sleepless nights working on developing effective conflict resolution strategies. This cost her energy and even her health. Her marriage was affected without any doubt. The sacrifices she made to the detriment of her personal space must be unimaginable.

This is the leadership with commitment for the good cause with a vision. Unusually for a woman of her time she accompanied the forces to battle. To women then this might have been the transgression of the norm. That again for her part might have meant stigmatisation within that context, but as the leader she had to face that challenge. Deborah was called by God to lead and had to apply her mind, use her skills, talent and influence in the service and for the glory of God. This discerned vision enabled her to rise above personal and cultural bounds.

In the Defence Force are we not looking for the leaders whose spirit is similar to Deborah’s? Yes, we might say that the contexts differ; nevertheless the experiences are more or less similar. People (servicemen and women) who lead within the Defence Force are going through a number of challenges, frustrations, and marital relationship problems. The list is long and leads them to make wrong decisions that have detrimental effects in their lives. As leaders it costs us time to listen and to guide our fellow men and women. We are expected to reach out to them even if it costs us our very life for the good cause. God calls us as leaders in the service of fellowmen and women.

As Paul in Phil (3: 7-11) embraced his call by God he began to realise that in order to fulfil the role it would be necessary for him to let go of those things that he perceived were of benefit to him. He did this not by his own initiative, but God through His Spirit helped him to. Similarly, as leaders in the Defence Force, the example of Paul’s leadership teaches us that our sacrifice for the sake of benefiting others is an imperative in a good cause. Remember Deborah’s leadership cost her a great deal in responding to God’s call.

Reflecting on the leadership qualities of Deborah, which is also evident in the New Testament, I believe that the incorporation of these qualities will greatly enhance effective leadership in our organisation.
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