FREE ... But pass it on when you are done

SOUTH AFRICAN SOLDIER

2014 VOL 21 NO 11 The official monthly magazine of the SA Department of Defence

ISSN 1609 - 5014

SOLDIER 20

Special Edition

The transformation road travelled by Defence

defence
Department: Defence
REPUBLIC OF SOUTH AFRICA
20 years
democracy foreword

Letters to
the editor

The essence of
contemporary
military leadership

Department of Defence’s
transformation agent

In the forefront of
women’s struggle in the
military

A woman of
many firsts

Trailblazer of
service delivery

A dedicated servant
of the people

An epitome of
resoluteness

A pioneer in the
development of a
one-stop HR service
in the DOD

Celebrating 20 years of
democracy with a good
HR Division’s story to tell

SA Army sows seeds
of peace in the DRC

First woman
Commandant of the
SA Army Combat
Training Centre

First woman Infantry
Company Sergeant Major
deployed to the Sudan

Military women
build bridges

SA Army boasts a young
and inspirational writer

SA Air Force celebrates
20 years of freedom and
democracy

SIYANDIZA – the
SA Air Force aviation
awareness programme

Female aviators
take to the sky

A show of morale and
esprit de corps in a
transforming air force

The transformation of
the SA Navy from 1994
to 2014

V Adm Johannes
Mudimu (28 February
2005 to 30 March 2014)

V Adm Mosiwa
Hlongwana (31 March
2014 to present)
SA SOLDIER is published monthly - 12 issues per year. The views and opinions expressed by the authors of articles are their own and do not necessarily represent those of the Department of Defence (DOD). Acceptance and publication of advertorial and advertising matter in SA SOLDIER do not constitute DOD endorsement or warranty in respect of goods or services therein described. The DOD does not assume any liability in respect of any claims made in advertisements.

COPYRIGHT: No article or picture in this magazine may be reproduced without the written consent of the Editor.

SA SOLDIER • 2014 - TRANSFORMATION EDITION

ABOVE: Another milestone in the transformation process took place on 29 April 2003 when the new flag of the SA National Defence Force (SANDF), depicting the new SANDF emblem, was launched.

FRONT COVER: SPECIAL EDITION – the transformation road travelled by Defence in 20 years. (Design by Mr Werner van der Westhuizen)

For the latest news on defence matters in South Africa, visit our website at: www.dod.mil.za
In the South African context, the transformation of the Defence Sector was intrinsically linked to the country’s political transition from Apartheid Rule to a Constitutional Democracy. The amalgamation of the seven different armed formations into one national asset was included in the negotiation settlement. The details of the integration process were hammered out by the Joint Military Coordinating Committee (JMCC) consisting of representatives from the Statutory and Non-statutory Forces.

The JMCC further agreed that SA Defence Force (SADF) policies, procedures and processes would be utilized, while concurrently a national consultative and departmental process of policy reviews was undertaken. This resulted in the promulgation of the White Paper on Defence in 1996, followed by the 1998 Defence Review.

It is important to note that the South African transition was taking place when the nature of security had undergone an extraordinary shift worldwide, and there was a call for armed forces to be part of that shift if they were to remain relevant to the security challenges of the decades that lay ahead. Conflict was further driven by the impact of climate change, intrastate competition for resources, the marginalisation of the majority from the centre of politics, etc.

As a Constitutional Democracy, effective mechanisms for civil control over the military were further deemed as paramount. This resulted in the establishment of the Defence Secretariat whose mandate was to provide Defence Policy Advisory Services for the Executive Authority, the Minister of Defence and Military Veterans. During the early years, civil control was not espoused as a series of instructions emanating from the Secretary for Defence to the Chief of the SA National Defence Force (SANDF) or vice versa, but characterised by consistent and ongoing constructive dialogue aimed at alignments, reprioritisations and adjust in respect to the employment of military capabilities and the use of armed forces within which agreement was reached before subsequent execution.

Indeed after the 1994 elections, transparency in the security policy making processes was evident and was further consolidated through the establishment of various forums.
that supported effective political oversight. These checks and balances contributed immensely to the promotion of the newly established National Defence Force as a legitimate and credible national asset. It is also important to note that during the period under review the SANDF force design concentrated exclusively on the primary function, and our participation in external peacekeeping missions were perceived as an extension of the government’s foreign policy. This resulted in the acquisition of valuable skills and experiences by our troops.

The fundamental dilemma no longer lies with the use of force, but rather with the use of forces, hence the collateral utility of the future force design as outlined in the 2014 Defence Review which addresses defence’s support of the developmental agenda. Furthermore, changes in the traditional Chapter Six mandates resulted in the SANDF having to operate within the environment that included requirements to protect civilians; disarm smaller groups of insurgents and bandits; help with the organisation and conduct of elections; protect key political leaders; support disarmament; demobilisation and reintegration projects; train the armed forces of new governments; assist with post reconstruction, development of projects, etc.

It is also important to note that during the early years of the integration process, the SANDF had to address the building of a cohesive, united and legitimate defence force. In pursuit thereof, the Psychological Integration Programme that sought to address the stereotypes that yesterday’s adversaries had of each other was implemented, from the ranks of Private to General. This contributed to the formation of an entity capable of working together effectively in the defence and protection of the RSA’s sovereignty and its people. With regard to the diseases which impacted negatively on the mission readiness of the SANDF, the Resilience Programme, Masibambisane and Project Phidisa were spearheaded by the SA Military Health Service (SAMHS) and implemented vigorously. The visionary leadership of Maj Gen Mokhete “Mayford” Radebe was clearly exhibited when he initiated a collaborative research effort between the US National Health Institute, the US Department of Defence (DOD) and the SANDF. This initiative saved many lives through the provision of anti-retroviral drugs. The relevance of the military research capabilities in a democratic state were confirmed, particularly when the research recommendations were found to be beneficial in determining the first-line regiments that the South African populace was most responsive to – and with regard to force protection, Maj Gen Radebe initiated the training of a new breed of paramedics with appropriate skills so as to be able to respond to all missions directed by our government. As the new Medicos were trained, this further positioned the SANDF as a last line of defence during the national strikes by health workers and xenophobic attacks.

During Gen Godfrey Ngwenya’s tour of the duty as the Chief of the SANDF, the promotion of gender equality as one of our Government’s key elements of transformation was underscored. South Africa became a place of best practice, and was further recognised as one of the troop contributing countries that deployed a significant number of female peacekeepers. Additionally, the number of female Generals and senior officers appointed rose considerably. Institutional mechanisms to monitor and advance the gender equality agenda were also consolidated, with the formation of the Gender Mainstreaming Council, chaired by a Major General. The attendees from the Services and Divisions held the rank of Brigadier Generals and Colonels only.

This Council advised the Chief of the SANDF with a promulgated strategy endorsed by both Gen Ngwenya and the late Secretary for Defence, Mr January “Che” Masilela. Research on the issues impinging women’s greater participation in the peace and security arena were underscored, and the recommendations presented to the highest decision-making structure of the organisation, known as the Plenary Defence Staff Council (PDSC).

Lastly, resources were allocated for Gender Conferences which were attended by the top brass where consensus was reached on the equity targets applicable within the SANDF, taking into cognisance the ergonomics of obsolete military equipment. Gender issues have subsequently been incorporated in the military development courses. Furthermore, the notion of transformation was couched in terms of striving towards continuous improvement in order to remain responsive and relevant.

The contributions made by Services, Divisions, officers and officials in this Special Edition of SA Soldier, serve as testimony in respect to the transformation road travelled – and as we applaud our achievements, we also take stock of the areas in which we could have done better and more. We are thus proud of the selfless sacrifice and services rendered by women and men in the DOD and recommit ourselves to the delivery of a world-class military service in a developmental state.

This Special Edition of SA Soldier is in support of our government’s “Tell Your Story Campaign” is meant to highlight our country’s achievement over the past two decades. It is further believed that through this endeavour, compatriots would be inspired individually and collectively to conduct introspection and determine innovative ways of taking military service delivery to the next level.
JOURNAL ON EQUAL EMPLOYMENT OPPORTUNITIES AND AFFIRMATIVE ACTION

Brig Gen Thandi Mohale is committed to providing equal employment opportunity for all officials in the SANDF in accordance with the relevant South African equal opportunities and affirmative action laws, directives and regulations. In keeping with this commitment, Brig Gen Mohale has trained and promoted qualified individuals without regard to race, colour, creed, religion, sex or national origin. She has always based all her decisions on job related standards and the commitment to equal employment opportunities to ensure that all officials receive training, education and tuition assistance if required.

I was a corporal when I started working with her in 1997 at Area Military Health Unit Gauteng (AMHU GT) when this organisation was being restructured and most units were amalgamating, eg Northern Medical Command with Witwatersrand Medical Command to become AMHU GT. The integration process was not over yet and there was still tension between members of the former SADF and Statutory Forces. Brig Gen Mohale was a Major (SO3 Ops Plan) at the time. She committed herself to assisting the organisation in reaching its objectives by promoting cohesion, a sense of responsibility, commitment and respect in the SANDF. That resulted in discipline and motivation being instilled most of us. Today I am a dedicated member of the SANDF because of the lessons I learned from her.

She assisted me in my development from a Corporal to a Lieutenant Colonel. My career began at a time when I did not know how to operate a computer, except to switch it on and off. I would type a five sentence letter for more than two hours. I learned those basic features in the office under her supervision. I was sent to attend a formal computer course within the DOD and completed it successfully. I was also selected and appointed to an officer’s post at Military Health Training Formation. I worked as a training officer in the Basic Life programmes and later as a coordinator due to the hard work I put into it. I was then appointed as Acting Wing Commander in the Basic Life Support Wing. All this was as a result of Brig Gen Mohale’s efforts to ensure that we became future commanders by her initiating this process of developing us from nothing to something.

I can confidently say that through her efforts to ensure that we developed as future leaders in our work environment, we succeeded without regard to race, colour, creed, religion, sex or national origin. I will continue to promote equal opportunities in the organisation and encourage others to do the same. This should promote a friendly working environment and the government’s commitment to equal opportunities in the workplace and result in people being treated with dignity as it will provide them with equal employment and advancement opportunities. Lt Col Jerry Maila, SO1 Inspection IG SAMHS
SUCCESSSES OF BRIG GEN THANDI MOHALE

Transformation is achievable when one is driven by determination and zeal to fulfil one’s dreams. Thus I have progressed from Corporal to Medical Doctor.

When I was integrated into the SANDF in 1994 I was trained as an “Ops Medic” with the help of the late Maj Gen Andrew Masondo (Ret) who contributed immensely to my career. Maj Gen Masondo (Ret) coached me in medicine and physics, hence I was able to complete my matric successfully and was able to meet the criteria required for medical students.

The organisation needs transformational leaders to realise their potential and to unleash it. Leaders such as Maj Gen Thandi Mohale and Maj Gen Mokgethi Radebe, then Chief Director Force Preparation, paved the way for me to study at MEDUNSA where I graduated with Lt P.M. Makhubela (deceased) and Maj P.N. Tseke. They saw to it that we studied medicine.

Over the period 2003 to 2008 Brig Gen Mohale achieved a considerable number of milestones. She managed the process to translate 56 Reserve Force members to the Core Service System. Under her guidance 47 Operational Emergency Care Practitioners (OECPs) studied to be Clinical Associates.

In 2006 and 2007 Brig Gen Mohale drafted the Policy for the Provision of Emergency Medical Care in the Department of Defence as well as the Personal Management Code (PMC) for Military Operational Emergency Care.

Brig Gen Mohale ensured that the Director Medical Support Operations (D MSO) fell under the Statutory Directorate.

FROM OECO TO MBCHB

I am Dr Irene Ditlhabolo, a Medical Intern at 1 Military Hospital. I joined the SANDF in 2003 under the Military Skills Development System (MSDS) and was trained as an Operational Emergency Care Orderly (OECO) over the period 2003 to 2005. Having completed the OECO Programme I was staffed in the Free State to perform my duties as OECO there.

Since my arrival in the Free State I have made several applications to study at state expense, but never got any feedback. In 2007, through the support of my new supervisor at that time, my application reached the office of the Director (then Col Thandi Mohale) for the first time.

I was amazed at how she responded and, after four applications, I got a response. It was not an easy process, and there were times when she had to intervene on my behalf.

Today I would like to thank Brig Gen Mohale for the contribution she made towards my career. I know she has made a mark in the careers of many others today, for example doctors, nurses, pharmacists, paramedics and many more. We salute Brig Gen Mohale.

Dr Irene Ditlhabolo, Medical Intern at 1 Military Hospital

OECO TO B-TECH EMERGENCY MEDICAL CARE

I am Maj L.A. Ramashitja, a B-Tech qualified Paramedic who is currently the Principal of the School of Military Health Training. I joined the SA National Defence Force in 1992 after completing my matric. I worked on the borders of South Africa as an “Ops Medic” from 1994 to 1999.

In 2000, I applied to study at state expense at the University of Johannesburg, the then Technikon Witwatersrand. Owing to unforeseen circumstances, I then left the University and completed my studies at the Durban University of Technology. I qualified with a National Diploma in Emergency Medical Services in 2007 and completed my B-Tech Degree in Emergency Medical Care in 2009.

All the achievements were made possible by the then Director Emergency Medical Services (then Col Thandi Mohale). She supported the students who were at various universities through thick and thin. She would visit learners at universities and engage these universities regarding performance of the learners. She also attended meetings of the Department of Health to obtain a better understanding of the dynamics in the health sphere to keep her Directorate up to date with developments. She is a true leader, I salute her.

Maj L.A. Ramashitja, Principal of the School of Military Health Training
FIRSTS …

I joined the SANDF in 1994 in the first year of its new name - when it became the SA National Defence Force. I was a member of a group of ambassadors that represented the Chaplaincy in Air Force uniform - the Canaries or officially The SANDF Church Choir and Concert Group. This was the first year that the group consisted of men from all race groups.

Naturally the challenges were many as all of us came from different backgrounds and the new democracy had not dawned yet on the first day of “Basics” in January 1994. More than the challenges though were the moments of wonder when, for the first time, we visited churches and homes not only in the traditionally White neighbourhoods, but Black and Coloured communities as well. I still get goosebumps remembering the “Coloured” church in Kakamas that left us, the “entertainment” of the Sunday service, silent with the beautiful harmonies they produced with no instruments or even a song leader. The wonderful spontaneity of the crowd in Mamelodi touched us deeply and seeing how our members of colour were welcomed into White houses as guests of honour left an indelible impression that transformation was indeed possible.

After completing a degree and postgraduate diploma in Education as a private student, I re-enlisted in the SA National Defence Force (SANDF) - this time in the SA Military Health Service (SAMHS) with my sights set on occupational therapy. The year was 1999 - the democracy was in its infancy, but the winds of change were blowing. I was part of a group of military students known colloquially as “Mildents” that would complete a year of military training before continuing with studies in different medical and allied fields. This too was a first as 1999 was the first year that this group of students included students from all race groups.

The preparation I had in the Canaries prepared me well for this experience. As before I was awed by beautiful people from all races I was surrounded by - some, like Philip Phatudi, could only be described correctly if you used the word royalty. Much water has flowed under the bridge since then, but Philip Phatudi remains to this day one of my closest friends - a friendship I would not have had were it not for change.

My career in the SAMHS did not run what one would call a predictable course - but this has led me to wonderful people along the way that have influenced my life immensely. A case in point is Brig Gen Thandi Mohale - or as I always refer to her - my other mother! I had the great fortune of meeting Brig Gen Mohale while she was completing her operational emergency care practitioner (“Ops Medic”) training while I was a first year Occupational Therapy student. Little did I know that my path would soon lead to Emergency Medical Care (EMC) and soon Brig Gen Mohale would be my director.

As a Director she took a personal interest in my studies throughout - offering encouragement, advice, and practical help at every turn. She was instrumental in creating the opportunity for me to lecture at the then Technikon Witwatersrand in EMC after the completion of my studies. This was to the benefit of both myself professionally from the point of view of experience and the SAMHS as more students could be trained as paramedics through this arrangement.

There was another fork in the road - and this is where Brig Gen Mohale’s input in my life amazed me the most, and still does. I felt strongly that in spite of the great success I had in EMC that there was more to discover, namely Medicine. As Director Medical Support Operators, Brig Gen Mohale stood to lose the most if I studied Medicine as the paramedic training programme was in its infancy and Advanced Life Support Paramedics in the SAMHS at that stage could be counted on one hand with some fingers left. Despite this, Brig Gen Mohale - as usual - was my greatest supporter in the SAMHS and fought hammer and tongs for me to pursue medicine, even though this meant a loss to her Directorate - the complete opposite of self-serving leadership.

The path was not easy for either of us and when I had given up hope of serving in the SAMHS as a doctor, Brig Gen Mohale refused to give up and once again fought for her “white son”. Brig Gen Mohale remains one of my significant “go to” people when I have a problem or need advice as I always leave her office with new hope and inspiration. It would be amiss of me not to mention that there were others that made immense efforts to assist and help me along my path - not the least being Brig Gen Piet Oelofse (Ret) - then Director Medicine. He drove me to the University of Pretoria himself in his own vehicle to register in another military study field.

This piece is titled “Firsts” … as I reflect on my journey thus far, I realise that I was probably the first Advanced Life Support Paramedic in the SAMHS to go on and do medicine and most definitely the first member to go from Ancillary Health to Director Medical Support Operators to Directorate of Medicine. This would not have been possible were it not for visionary leaders like Brig Gen Mohale and Brig Gen Oelofse (Ret) that saw potential in me and went through the trouble of helping developing that potential even though they incurred personal cost in the process.

I owe them and the SAMHS that gave me the platform to act much gratitude. Today I have the privilege of serving the SAMHS as a doctor at the Institute for Maritime Medicine and hope to follow my great dream of specialising in Orthopaedic Surgery in the SAMHS. I have two mothers - one White and one African, and Brig Gen Mohale has three more grandchildren with no genetic link …

ABOVE: Dr Ian Steyn.
TRANSFORMATIONAL LEADERSHIP AT ITS BEST - BRIG GEN THANDI MOHALE

The year was 1995, just after the birth of the new South Africa when the SA National Defence Force (SANDF) saw a plethora of forces being thrown in to make one force to protect the territorial integrity and sovereignty of the RSA.

This is the year that I met Brig Gen Thandi Mohale, who was at that time a Major in the SA Military Health Service (SAMHS) at Medical Command Northern Cape, later renamed Area Military Health Unit Northern Cape. She was appointed as the SO2 Ops Monitoring and Control with Maj Massage Kodisang as SO2 Ops Plan.

As a female officer in a male dominated section of the SANDF she rose above her supporters and detractors alike to ensure that the former South African Defence Force (SADF) members over whom she was placed in charge did not see her as a threat. I got to know and understand her as someone who expected the best of everyone and who was stern in leadership. She recommended a group of promising young Non-commissioned Officers (NCOs) who were from the former SADF to be placed in the newly formed posts within the Operations Section. Her leadership made me who I am today and, after she left the Northern Cape, I was recommended to attend the Officers Formative Training to fill the post of Health Support Coordinator; a post that was similar to her former post after the SANDF structures had been re-engineered.

Brig Gen Mohale survived in a somewhat hostile environment in the Northern Cape where mainly Afrikaans was used and where there was considerable resistance to change. This member nonetheless motivated for a white Afrikaner NCO to be an Officer.

She showed exceptional vision because though we were transforming the Department of Defence (DOD) a certain percentage of whites could still be included in what we wanted to achieve. Brig Gen Mohale was later appointed as Director Medical Support Operators with the bulk of her directorate made up of operational emergency care orderlies (OECOs) and I was proud to serve under her command once again. During her tenure a lot happened in respect of the OECOs, inter alia the Professional Management Code and the first Medical Support Operators Policy were drafted. This policy was eventually promulgated by Lt Gen Vejaynand Ramlakan, then the Surgeon General, in 2012.

She proposed studies at state expense for OECOs towards the National Diploma in Emergency Medical Care, which proved vital when the School of Military Health Training was eventually accredited by the Health Professionals Council of South Africa (HPCSA) as an Emergency Medical Service training institute. Brig Gen Mohale showed foresight because her leap into the unknown to obtain the National Diploma helped the SAMHS to stay viable in a developing world.

The Emergency Military Medical Care Department is today what it is due to her commitment in spearheading the development of this vital backbone of the SAMHS. She ensured that it remained relevant in the ever changing military environment in Africa and today numerous military as well as civilian learners flock to our training institutions to acquire world-class medical training. Maj Sehloho Thulo, SO1 Emergency Military Medical Care

ABOVE: Maj Sehloho Thulo, SO1 Emergency Military Medical Care, with the Best Academic Student Award on the Medical Task Group Commanders Course in 2013. (Photo courtesy of Maj Sehloho Thulo)
The essence of contemporary military leadership

By Maj Gen Ntsiki Memela-Motumi, Deputy Chief Human Resources

Photo by Sgt Elias Mahuma

Lt Gen Derick Mgwebi has almost 40 years of military experience in which he served in various capacities. During his tour of duty as the Chief of Human Resources (HR) he exhibited traits espoused by leadership experts as being essential for effectiveness and efficiency in any sector. At the helm of the HR Division he demonstrated the ability to delegate authority, allocate resources and his time for individual consultations with subordinates. This was premised from his appreciation of the fact that it is not only rules that lead to success in war, but the indomitable spirit of the leader and his ability to motivate and inspire superhuman performance by his troops.

His strategic intent during his tenure as the Chief of Human Resources was to examine the extent to which the promulgated HR policies resonated with the needs of the soldiers on the ground. Lt Gen Mgwebi also urged his support staff to address service delivery issues from the consumers’ perspectives, and he initiated the notion of decentralising HR management functions back to the Services. This was motivated by the rationale that the Services better understand their post profiles, which would ensure harmony between the needs of individuals and those of the SA National Defence Force (SANDF).

Having familiarised himself with all pertinent HR management practices, Lt Gen Mgwebi sought to build consensus with all and sundry in respect of how human capital could be perceived as a critical component of mission readiness. In pursuit thereof the then Chief of Human Resources established extended HR Executive Committee meetings attended by the HR Directors of Services and also held quarterly consultative meetings with the Services’ Command Councils.

These engagements became a battle of ideas in which colleagues listened to one another with their specific agendas and intentions to advocate and influence the improvement of the service conditions of members. The utilisation of technical allowances as a component of the Department’s retention strategy emanated from these constructive deliberations.

Furthermore, as a former sportsman himself, Lt Gen Mgwebi strategically repositioned the SANDF to take military sport to the level of international championships, whereby members of the SANDF could represent our country in National Teams. Last, but not least, the utilisation of the Defence collateral utility in support of youth empowerment programmes was also initiated during his tenure as Chief Human Resources – hence the Defence Review 2014 underscores support for the developmental agenda.

During the customary annual HR Planning Sessions, Lt Gen Mgwebi directed that they be held at various SANDF units across the length and breadth of the country. He would sit with members under his functional command during refreshment breaks and talk about any topic under the sun affecting both our organisation and country. What struck me most was the fact that he created space in which we would all (“ncokola”) talk as compatriots without pulling rank. These sessions were filled with laughter and serious reflection.

Permission was considered as granted to all and sundry with regard to the principle of agreeing to disagree on some of the issues. For instance, if the dog barks in the middle of the night at one’s home, who’s responsibility is it to go and check what is going on? The generally held belief is that it is the man’s responsibility to protect the family. However, today’s reality is that many households are now headed by women. This then justifies the rationale of women’s empowerment in all spheres so that they can defend and protect their children and families.

Additionally, Lt Gen Mgwebi’s openness and frankness in respect to gender equity within the military milieu was experienced as refreshing and challenging. Much as his views on these matters were influenced by his upbringing, he accepted that times had changed and that the consolidation of our democratic gains depended to a large extent on the leadership’s commitment to government policy. His proclamations on this issue further made it apparent that the advancement of the gender equality agenda in the SANDF could not happen without the support of the men at the helm of this organisation.

The then Chief of Human Resources also endorsed the research on the status of women in defence, and allocated resources for this. He
further ensured that the report findings were presented at the Plenary Defence Staff Council (PDSC) where vigorous debates were held with regard to implementation strategies to be employed going forward. Lt Gen Mgwebi also found time in his busy schedule to address the Southern African Development Community (SADC) Women’s Conferences which were held in South Africa. These conferences sought to share best practices, build consensus, and design strategies to promote women’s maximum participation in all peace building and peacekeeping processes. Additionally, Lt Gen Mgwebi also allowed the then Chief Director Transformation Management, Maj Gen Ntsiki Memela-Motumi, to serve as South Africa’s representative at the SADC Personnel Work Group.

This resulted in the development of an SADC Gender Mainstreaming Strategy. Progress achieved in the enlistment of female soldiers and other related issues have become one of the standing agenda items in its meetings and these are reported upon in the Defence Chiefs’ annual meetings.

Last, but not least, during the review and the standardisation of Basic Military Training across the Services, Lt Gen Mgwebi supported the incorporation of a transformation module as part of this training. He was also willing to address the learners at the Peace Mission Training Centre on gender issues and dynamics from his perspective as a senior and experienced military practitioner who has served as the General Officer Commanding Infantry Formation as well as United Nations/African Union Force Commander. His availability to issue certificates to infantry instructors and wing commanders after their training on gender mainstreaming was perceived as a true example of walking the talk.

It is important to note that Lt Gen Mgwebi was also available for constructive engagement with academics conducting research on peace and security matters. This has ensured alignment between the literature on the subject and practice. Through these endeavours the next generation will have access to written material, which should deepen their understanding of the issues tackled in the 21st century. Lt Gen Mgwebi’s stance on the above-mentioned issues is indeed what qualifies him to be among those whose role must be acknowledged in the reflections of the past 20 years.

Department of Defence’s transformation agent

By Maj Gen Ntsiki Memela-Motumi, Deputy Chief Human Resources

Photo by Mr Themba Mnyali

Lt Gen Norman Yengeni’s political consciousness was influenced by the 1976 Students’ Uprising, and he subsequently left South Africa to join the liberation struggle in exile led by the African National Congress (ANC) and its military wing Umkhonto we Sizwe (MK). After his training in the Angolan camps he worked inside South Africa as an operative and was eventually arrested and sentenced to 18 years imprisonment on Robben Island. During the 1990 negotiations for a political settlement, he was released with his comrades.

He integrated into the new SA National Defence Force (SANDF) in 1994 with the rank of Lieutenant Colonel and served as a Personnel Staff Officer in Infantry until 2001. He was further deployed in the SA Army HQ as a Senior Staff Officer for Foreign Relations, as well as Defence Attaché in the African Union in the Diplomatic Corps until 2008. When he returned from his deployment in Addis Ababa, he was promoted to the rank of Brigadier General and served as Deputy Chief Director SA Army Corporate Services.

During his tenure as the Deputy Chief of the Army’s Corporate Services, Lt Gen Yengeni regarded his role as a member of the Ministerial Transformation Advisory Management Board as being that of upholding Constitutional injunctions and infusing them within the military milieu. He influenced the definition of transformation within the Department of Defence (DOD) and proclaimed that transformation should be adopted as an approach in pursuit of the DOD mandate and be infused in policies, processes and procedures.

Subsequently the Board identified the key elements of transformation as relating to culture, political and structural issues, demographics and economics. Included therein was the importance of individuals’ paradigm shifts in respect to the human rights principles enshrined in our country’s Constitution. Lt Gen Yengeni further facilitated constructive engagement between the Board and the Army Command Council on pertinent transformational issues. For instance, when the need arose for scientifically based research to be conducted in order to examine women’s role in combat corps, Lt Gen Mgwebi ensured the full cooperation of the Army units.

Lt Gen Yengeni is regarded as one of the male colleagues who champions the gender equality agenda by being outspoken on women’s rights issues as human rights. This stance became
visible when he chaired the Plenary Session and facilitated discussions in the commissions during the DOD Women’s Conferences organised by Chief Directorate Transformation Management. Having fought with women in the trenches during his early years in the military, Lt Gen Yengeni advocates the promotion of gender equality within the SANDF as not being a zero sum game, implying victory for women and loss for men - but a question of providing equal opportunities for both women and men so as to unleash their full potential.

In 2010 Lt Gen Yengeni was laterally staffed as General Officer Commanding SA Army Intelligence Formation, where he served for two years. In 2013 he was promoted to the rank of Major General and served in the post of Chief Director HR Management in the DOD. He was subsequently promoted to the rank of Lieutenant General and is currently Chief of Human Resources.

In his tour of duty as the Chief of Human Resources his stance on questions affecting women is clearly demonstrated in the visible gender transformation that is reflected in his Command Council. Of the six Major Generals at the helm of the HR Division, four are women - this is indeed a great example of walking the talk in respect to the advancement of gender transformation within the SANDF and is further indicative of policy compliance, as the reality is that the majority of women are found in the support corps anyway. Lt Gen Yengeni does not harbour misogynistic tendencies in respect to women’s capabilities, and as a result he has no qualms about appointing them whenever the situation requires it.

The leadership style exhibited by Lt Gen Yengeni is that of inclusivity and collectivism. He is always cognisant of the fact that the SANDF consists of individuals from different backgrounds, and he regards unity as being imperative in the promotion of the credibility and legitimacy of this 20 year old defence force. He further leads the Division in an empowering manner by allowing the Chief Directors and Directors to orchestrate their respective mandates without unnecessary interventions and control. However, he is not reluctant to exercise his veto powers whenever the situation requires it and further holds them accountable for their decisions without fear or favour.

Currently, Lt Gen Yengeni is leading the charge in respect to the implementation of the HR issues emanating from the Defence Review. Milestone one of the Defence Review emphasises the importance of arresting the decline in critical defence capabilities through immediate and direct interventions and the HR implications, among others, are that HR capabilities must be decentralised and delegated to level four units; that Military Commanders at whatever level are to be invested with absolute responsibility to act within the framework of their respective Chiefs commanders’ intent; and that they have the necessary authority and administrative delegations to execute the assigned mandate. The Defence Review further stipulates that no compromise is to be made with regard to the education, training and development of future Officers, Warrant Officers and Non-Commissioned Officers. Last, but not least, it also calls on the SANDF to be recognised as a key institution for the development of leadership within the wider South African society.

In pursuit thereof, Lt Gen Yengeni has deemed it appropriate to organise an HR Indaba with delegates consisting of Officers Commanding and their HR Staff Officers from force structure elements commanding over one hundred individual members. The ostensible Indaba agenda seeks to promote a common understanding and build consensus around workable strategies to be employed in arresting the decline in the HR management practices based on social and administrative justice, equality, effectiveness and efficiency, and in the process lay a sound foundation for the future.

Furthermore, Lt Gen Yengeni’s strategic intent is also to turn the tide by ensuring that human capital, which is the most valuable asset in any organisation, is recruited, trained, developed, and career managed in an effective and efficient manner to boost morale and a sense of belonging. Concurrently, Lt Gen Yengeni further intends to revamp the HR IT Systems and supplement it with a comprehensive and integrated system that would ensure the availability of credible data so as to facilitate decision-making in time.

Last, but not least, Lt Gen Yengeni has committed himself to ensure that the members of the DOD exit the organisation in which they have served selflessly for many years with dignity, pride and honour. It is for these reasons that his name will go down in history as one of the DOD’s most prudent transformation agents.

In the forefront of women’s struggle in the military

By Maj Gen Ntsiki Memela-Motumi, Deputy Chief Human Resources

Maj Gen Jackie Sedibe (Ret) is part of the first group of Umkhonto We Sizwe (MK) volunteers who left the country in the 60s. During this period hundreds of cadres from other Southern African liberation movements were also arriving in Dar-es-Salam (Tanzania) and seizing the opportunity offered by the late former President Julius Nyerere for refugees. The ANC leadership was offered a small patch of land for use by the military wing, known as Kongwa, some 400km south of the capital on the hot central plateau.

The then President of the ANC, Mr Oliver Tambo, called Kongwa a university of life, as this camp was a true test of the ability to survive. With consciousness, righteousness and determination comrades who survived this period proclaimed that it was a world of its own, and a place where they trusted each other with their own lives. We therefore salute Maj Gen Sedibe (Ret) for belonging to
focus on people

right: Maj Gen Jackie Sedibe (Ret), then Chief Director Equal Opportunities. (Photo previously published in SA Soldier)

generals Joan van der Poel, Brand, Ellen Molekane and others, they hammered out women's issues. This was indeed no small feat, because not only did they have to convince male colleagues about the importance of women's issues in the newly established SA National Defence Force (SANDF); Maj Gen Sedibe (Ret) had to start by convincing members of the other integrating forces of the importance of allowing women to serve in combat roles if they so wished.

The notion of women in combat corps generated a lot of debate and, much as consensus was reached in the end, it is important to concede that it was not a walk in the park.

Maj Gen Sedibe (Ret) was among the first group of former MK members to be integrated into the military in 1994, and served in the office of Inspector General, concentrating primarily on the interests of women in the SANDF. After the historic Women in Defence Conference that was held in 1997, which endorsed the establishment of a Women's Directorate, she was subsequently appointed to head this directorate under the name Equal Opportunities.

The main responsibility of Maj Gen Sedibe (Ret) was to translate Constitutional imperatives and the JMCC agreements into DOD policies. The main issues addressed were the Equal Opportunities and Fast-tracking Policies, women's right to serve in combat corps, course nominations, maternity leave, equal pension benefits and uniforms. As stated in the preceding paragraph, vigorous debate ensued on these matters. The rights that are enjoyed by women in defence today emanate from the negotiations and agreements that our forebears advanced during the earlier years of our democratic dispensation.

Maj Gen Sedibe (Ret) further deemed it appropriate to developed programmes designed to change the

above: Maj Gen Jackie Sedibe (Ret) at her home after her retirement. (Photo by Sgt Elias Mahuma)
mindset of members of this newly established SANDF so as to conduct themselves in a manner befitting our country’s Constitutional values. In pursuit thereof, she initiated an arrangement with the US DOD in which members of the SANDF were sent to the Defence Equal Opportunity Management Institute (DEOMI) for training, the rationale being that if representatives from Services are trained, they would return from this stint and empower fellow colleagues in large numbers.

She was invited to the United State to attend the annual general meeting of the Defence Advisory Committee on Women in the Services (DACOWITS) and make a presentation on the subject of women in the SANDF; their training, development and experiences. The DOD’s achievement within a short period of time received a standing ovation from the Advisory Committee. She was subsequently invited to address different universities on the role that women played in the liberation struggle and the message conveyed was that both men and women fought side by side in order to end apartheid rule in South Africa.

She established a gender forum for men and women to exchange ideas and develop protocols on how to interact in the work environment. This forum helped her to understand the fears and concerns of both men and women and some of the causes of discrimination against women in the workplace. These interactions were instrumental in her formulating new policy that was sensitive to both genders. In later years she broadened the focus of the directorate to include special attention to the values of the SANDF while South African soldiers were deployed outside the country. She believes that a strong appreciation of the core values of the SANDF is necessary among those troops engaged in peacekeeping operations abroad.

Maj Gen Sedibe (Ret) retired from the SANDF in 2004 and is regarded as a forerunner in terms of women’s issues in the military milieu. The women in defence are proud of the sacrifice, hard work and advocacy that she demonstrated throughout her military career – it is on the shoulders of giants like “Sis Jackie” that women in defence stand, and we should therefore regard it as our responsibility to pave the way for the next generation, in the same manner and vigour as Maj Gen Sedibe (Ret).

As we reflect on the immense contribution of Maj Gen Sedibe (Ret) to the SANDF, we gather our inspiration from the words of the former President of the RSA, Mr Thabo Mbeki, who stated: “Those who complete the marathon course will do so not only because they do not, as fatigue sets in, convince themselves that the road ahead is too long, the incline too steep, the loneliness impossible to bear and the price itself of doubtful value”; but do so, with the conviction that it is their responsibility to serve the people of this country to the best of their abilities. The women in defence salute Maj Gen Sedibe (Ret) for having fought a good fight.

A woman of many firsts

By Mr Tsepe Motumi, Director-general Military Veterans

Photo by PO Eddie Kgomo

Maj Gen Joan van der Poel (Ret) retired from the SA National Defence Force (SANDF) after a career spanning at least four decades. A school teacher by profession, she joined the former South African Defence Force (SADF) in 1974 and was one of the first women to enlist when the policy was changed at the time to allow women into the SADF, as the institution did not up to that point allow women to enlist. The then defence force was still an all-white institution given the politics of the day. Thus when it was decided women could enlist, a new military college, the SA Army Women’s College (SAAWCOL) was opened and dedicated to the training of women. She spent four years at the institution and became the Second-in-Command and officer instructor. Her teaching background came in handy.

Following her stint at the SAAWCOL, she moved on to Human Resources and was transferred to Pretoria at the then Administrative Service Corps. This move rendered her office bound and was a far cry from her love for the outdoors, travel and leisure, when she is at her best. She rose through the ranks and went on from one military course to another, up to the Joint Senior Command and Staff Course, currently reconfigured and renamed the Executive National Security Programme (ENSP) in 1988, making her the first woman to complete the course. She was later promoted to Brigadier General in 1993, at a time when it was evident that there would be a negotiated process for the integration of the armed forces, parallel to the multi-party negotiations that were already under way.

Once the military negotiations started in 1993, Maj Gen Van der Poel (Ret) was one of the senior officers on the SADF side opposite their Umkhonto we Sizwe (MK) counterparts in the Joint Military Coordinating Committee (JMCC). Hers was the Personnel Work Group team tasked with the determination of what the integrated defence force would be like, including uniforms, norms and standards and, more critically, the conditions of service for the newly established defence force. The integration of the armed forces was a huge challenge, pitting erstwhile enemies against each other, but with the adjudication of the British Military Assistance Training Team (BMATT).

In an interview ten years ago, as she was nearing retirement, she conceded that “that was a difficult time, because we had already started with the negotiations for the integration process. I was part of the first negotiations regarding the planning, followed by the whole integration phase at Wallmannshal”. She went on to state that: “One could not have done it were it not for an absolute endeavour by everyone to make it work … yes, it was hard and we had to learn by making mistakes, but I believe that in the end it was one of the great success stories of the world”, she said.

Maj Gen Van der Poel (Ret) was later promoted to Major General, together with Maj Gen Jackie Sedibe (Ret), in the newly integrated SANDF, making them the most senior women officers in the SANDF - one white
focus on people

ABOVE: The late former President of the RSA, Mr Nelson Mandela, greets Maj Gen Joan van der Poel (Ret), then Chief Director Human Resource Policy, with Maj Gen Pine Pienaar (Ret) looking on.

ABOVE: Maj Gen Ntsiki Memela-Motumi, Deputy Chief Human Resources, rode into the sunset, but the work, sacrifice and duties she performed diligently are still visible today.

The current crop of women in defence could learn a lesson or two from Maj Gen Van der Poel (Ret) who, while not a feminist, made it to the highest rank for women in defence, namely as Major General, having scored several firsts in her decades long career in the armed forces. She is a military veteran and a lot can be learned from military veterans. In the spirit and “fundamental principles of the Military Veterans Act” it is stated “recognition of sacrifices made by military veterans in the service of or for their country or their role in the democratisation of South Africa are honoured.”

Trailblazer of service delivery

By Col Thabo Tshabalala, Defence Attaché in Lesotho
Photo by Ms Thethagatso Motumi

In the article penned by Ms Nomonde Vuthela in the 2007 August edition of the SA Soldier, Maj Gen Ntsiki Memela-Motumi, as the then Chief Director Equal Opportunities, is described as a transformation agent with a vision. The article proclaims her strategic intent to pursue constructive engagement with SA National Defence Force (SANDF) members through leadership dialogues, provision of guidelines, strategy, plans, programmes and instructions so as to promote behaviour and paradigm shifts aligned with the principles enshrined in our country’s Constitution. Additionally, human rights are espoused as an integral part of mission readiness; and the building of the Department of Defence (DOD) as a caring and people centred organisation is further pronounced as an imperative for the SANDF to be recognised as a credible and legitimate force charged with the defence and protection of the sovereignty of the Republic and its people.

The current Deputy Chief of Human Resources, Maj Gen Memela-Motumi, integrated into the newly established SANDF in 1994, with the rank of Lieutenant Colonel and was deployed as a Social Work Officer in the SA Military Health Service (SAMHS). After noting that she had no duty sheet, she sought permission from her then Director, Brig Mariette Koen, and the other a black former MK. She was appointed Chief Director Human Resources Policy in the Defence Secretariat of the Department of Defence (DOD). A hard taskmaster and forthright, she stuck to her guns even when confronted with authority, whether her seniors, be it the late Secretary for Defence, Mr January “Che” Masilela, or members of parliament. Regarding Parliament, she steadfastly worked on the new Defence Act which overhauled the old 1957 on the basis of which the former SADF was governed. Several years after the Defence Bill was tabled it eventually became an Act in 2002. It was through her leadership of the team, together with the Minister of Defence advisers, Ms Sue Rabkin and Mr Laurie Nathan, and the DOD Legal Services’ officials, Advocate Joy Rathebe and Brig Gen Christo Coetzee that this came about.

Maj Gen Van der Poel (Ret) was thus pivotal in the passing of the Defence Act and also included therein the principles of civil oversight of the SANDF and provisions relating to non-partisanship, no mean feat given the challenges facing the defence forces at the time in charting a new dispensation in democratic South Africa.

There are many initiatives that Maj Gen Van der Poel (Ret) charted for improvements in the general conditions of service, some of which are still being utilised to date, including the introduction of the new series of medals for the SANDF. She was also one of the panel that considered the RSA’s order of medals and insignia, all of which are awarded annually on Freedom Day. It may be more than a decade since she
to address two important matters that were not assigned as social work responsibilities, namely women and Non-statutory Force veterans’ issues. She believed that there was a contribution to be made, and as a result she was not prepared to twiddle her fingers and read newspapers during working hours. She became a member of the organising committee in 1997, which consisted of Ms Sue Rabkin, Generals Jackie Sedibe, Joan van der Poel, Christell Brand and Ellen Molekane who facilitated the hosting of the first Women in Defence Conference, which was held at the St George’s Hotel.

One of the resolutions of this conference was the establishment of the Directorate Equal Opportunities under the then leadership of Maj Gen (Ret) Jackie Sedibe. It is thus interesting to note that the Deputy came full circle when she was appointed to head the same Chief Directorate a decade down the line. During her tenure as Chief Director Equal Opportunity, she successfully advocated for its name to be changed to Transformation Management as her analysis of the strategic environment was that the playing field had not been levelled due to our country’s legacy challenges.

Maj Gen Memela-Motumi further developed the DOD Gender Mainstreaming Strategy that provided clear guidelines on how to advance this agenda within the military milieu. Gender modules were also incorporated as part of mission readiness training. With Ambassador Bheki Khumalo’s support she also lobbied United Nations colleagues to consider the deployment of Military Gender Advisers as part of the SA contingent. During the review of the Basic Military Training, which sought to promote the standardisation of training across all the Services, she further seized the opportunity and ensured that transformation imperatives were incorporated in the curriculum.

As Director Social Work she led the charge in the development of the Resilience Programme, which was presented by Social Work Officers as a component of mission readiness training. She also initiated income generation projects for Non-commissioned Officers’ wives at 10 SA Infantry Battalion, which culminated in the building of shops with the support of the Mahikeng Municipality and the Department of Public Works. In this capacity Maj Gen Memela-Motumi also served as the adviser to the Surgeon General on pertinent social issues.

And as an over and above responsibility she was appointed as the Executive Committee member of Project Phidisa during the period 2003 to 2006. This project is a collaborative effort between the US DOD, NIH and the SANDF. As Chief of Operations she ensured that the various work groups’ protocols were developed on time so that serving HIV positive SANDF members and their families could have access to anti-retroviral treatment.

Officers such as WO1 Philisiwe Ntshangase and others continuously express their gratitude for the bold intervention undertaken by Major Generals Mokheti Radebe and Memela-Motumi, which has prolonged their lives for over a decade. Through Project Phidisa the SAMHS has provided solutions to challenges that were not only affecting the military community but South African society at large. This is indeed a great example that showcases the relevance of the SANDF’s research capability in a democratic state. The truth of the matter is that the SANDF could not have spoken only about the prevention of HIV and AIDS through the Masambisane Programme, because the reality on the ground was that soldiers were dying from this disease prematurely.

The Deputy’s writing skills first emerged in the nineteen ninety through the publication of articles in the African Security Review Journal, dispatched by Dr Jackie Cilliers, the then Chief Executive Officer of the Defence Policy Institute, currently popularly known as the Institute for Security Studies (ISS). The pieces penned by Maj Gen Memela-Motumi were on the Welfare needs of Non-statutory Force veterans and challenges faced by the DOD in respect to the promotion of gender equality. She has subsequently made her mark as an authority on the subject of women’s issues within the military milieu.

During the past two decades Maj Gen Memela-Motumi’s research interests in the SANDF have been HIV, gender-based violence, the impact of transformation in the military, including the value added in the deployment of female soldiers in peacekeeping missions. She is the author of the book, Spear of hope — Affirmative Action, Transformation and Reconciliation in the new SANDF, and has also contributed a chapter to the book, Building Peace from Within: An Examination of Community Based Peace Building and Transitions in Africa.

Last, but not least, she has published various articles in professional journals, magazines and newspapers.

Through her dedication and hard work, Maj Gen Memela-Motumi has confirmed women’s worthiness to continue serving with pride and honour in this male dominated environment. She will be remembered by the next generation of women leaders as the stalwart that was tempered and who survived the onslaught.

A dedicated servant of the people

By Maj Gen Ntsiki Memela-Motumi, Deputy Chief Human Resources

Photo by Pte Jonathan Mogano

In the annals of the SA National Defence Force (SANDF), Maj Gen Andries (“Dries”) de Wit’s name will be recorded and associated with the development of Human Resources (HR) policies in the full spectrum of Human Capital Management due to his immense contribution in this field. The General currently serves as the Chief Director HR Strategic Direction and Policy in the HR Division, and has a distinguished record of 39 years’ continuous service in the Defence Force (Regulars). He joined the SA Air Force in January 1975 and served as Regimental Instructor at the Air Force Gymnasium before being commissioned as a Second Lieutenant and appointed as Training Officer at the Air Force Gymnasium in 1979. Since then Maj Gen De Wit has moved swiftly through the ranks, completed
all the required military and HR functional courses and occupied various senior posts in the SANDF.

Appointments held by Maj Gen De Wit include Directing Staff member at the SA Air Force College, SSO Manpower Planning and Director Manpower Planning at the SA Air Force Headquarters, SSO Personnel Planning, Director HR Strategy and Planning and Director HR Career Management in the HR Division. On 1 June 2012, Maj Gen De Wit was promoted to Chief Director HR Strategic Direction and Policy in the HR Division.

During his various senior appointments, Maj Gen De Wit was responsible for, or involved in, a variety of HR projects which left firm legacies for the DOD. These include the HR process for the integration of former forces in the SANDF, the Non-statutory Forces (NSF) pension dispensation that provides for full recognition of NSF service, the HR plan for the transfer of the Naval Dockyard to Armscor, the Legadima HR planning and budgeting tool, the new service system concept including the Military Skills Development System (MSDS), the DOD Youth Foundation Training Programme (2001 – 2007), the development of the DOD Overarching HR Strategy, the DOD HR Charter and a new military career model, which will be implemented in due course.

In 2005 Maj Gen De Wit was elected to an over and above responsibility as the SANDF and Intelligence Services’ Employee Representative on the Board of Trustees of the Government Employees Pension Fund (GEPF), a position which he has held through re-election in 2009 and 2013, and has also served as the Chairperson of the Board’s Benefits and Administration Committee. With his fellow trustees, Maj Gen De Wit contributed to protect the value of GEPF members’ pension benefits during the recent challenging economic climate (GEPF assets were doubled during Maj Gen De Wit’s term as trustee). During his tenure as a trustee, the GEPF also achieved unqualified audit reports and improved member pension benefits. Maj Gen De Wit has excellent leadership, problem solving and analytical skills to deal with pension matters.

Throughout a proud career, Maj Gen De Wit received various honours and awards. These include the Military Merit Medal, the Southern Cross Medal, Bar to the Southern Cross Medal and the iPhrothiya yeGolide Decoration. Other awards include the SA Air Force Senior Personnel Specialist of the Year (awarded twice), SADF Personnel Specialist of the Year, the SA Air Force Productivity Award (Individual), trophy for the best Command Research Paper during the Joint Staff Course and the Armscor CEO Award as a member on the team for the best non-technical Armscor project for 2007 (SA Navy Dockyard transfer).

Maj Gen De Wit holds a tertiary qualification in HR Management, an Advanced Diploma in Negotiation Skills and a Certificate in Strategic Management. He also completed many short courses on trusteeship responsibility on good governance, ethics, financial statement analysis and actuarial matters.

As the Chief Director HR Strategic Direction and Policy, Maj Gen De Wit is currently responsible for directing the implementation of the DOD Overarching HR Strategy and HR Charter, the DOD’s corporate HR Plan and HR Budget, Labour and Service Relations, Collective Mechanisms (Labour Relations); HR Service Systems as well as HR Governance, Risk Management and Compliance.

Maj Gen De Wit has indeed served the military with pride and honour. The attributes that he exhibited during his career are diligence, dedication, focus, flexibility, resoluteness and commitment to any given task at all hours. He epitomises soldiering as a gallant profession encompassing patriotism, professionalism and a sense of duty, ethical, exemplary and dynamic leadership. His immense contribution to the advancement of the DOD strategic objective has endeared him to many fellow compatriots.

**An epitome of resoluteness**

_By Maj Gen Ntsiki Memela-Motumi, Deputy Chief Human Resources_

By Maj Gen Ntsiki Memela-Motumi, Deputy Chief Human Resources

The epitome of resoluteness is Major General Ntsiki Memela Motumi, Deputy Chief Human Resources and a major contributor to the advancement of the SANDF. Maj Gen Motumi’s dedication to her profession is evident in her numerous awards and qualifications. She is a qualified teacher in Physical Education at the University of Stellenbosch and has completed many short courses on trusteeship responsibility on good governance, ethics, financial statement analysis and actuarial matters.

Maj Gen Motumi has served the military with pride and honour. Her attributes include diligence, dedication, focus, flexibility, resoluteness and commitment to any given task at all hours. She epitomises soldiering as a gallant profession encompassing patriotism, professionalism and a sense of duty, ethical, exemplary and dynamic leadership. Her immense contribution to the advancement of the DOD strategic objective has endeared her to many fellow compatriots.
rank of Commandant (Lt Col) in January 1980 and transferred to the SA Army HQ in Pretoria as Senior Staff Officer 1 Women. She was responsible for the management of women in the SA Army, including career management, career development and administrative matters in collaboration with Corps Directors in the SA Army and Human Resources (HR) personnel at higher HQ level. During this period she was awarded the Military Merit Medal in 1983 and the Chief of the SADF Commendation Medal in 1983 and in 1984.

During 1983 Commandant (Lt Col) Brand completed the SA Army Management and Staff Course and in January 1985 she was promoted to the rank of Colonel, transferred to the previous Western Province Command HQ and appointed as Senior Staff Officer Personnel (SSO Pers). As such she was the first woman to be appointed as SSO Pers at an SA Army Command. In this capacity she was responsible for the full spectrum of the HR function at Command level for members of the Regular Force, Reserve Force and Commandos in cooperation with relevant functionaries at higher HQ levels. In 1988 she received the Southern Cross Medal for her dedication and outstanding performance during her period of service in the above-mentioned position.

She was transferred to the SAAWCOL and appointed as Officer Commanding from January 1988 – a post she held until August 1995. Under her leadership the College was awarded the Western Province Command Grand Prix Trophy for the best unit in the command regarding training, HR management, logistical management, financial management, discipline and loss control, more than once.

While still holding the post as Officer Commanding of SAAWCOL she was called upon to represent the SADF women in uniform in the negotiations of the Joint Military Command Council. She played a vital role in discussions between the representatives of the Non-statutory Forces, namely Transkei, Bophuthatswana, Venda and Ciskei (TBVC) Defence Forces and the SADF regarding, among others, the integration and status of women in uniform.

In July 1995 Col Brand successfully completed the Joint Staff Course at the Defence College, after which she was promoted to the rank of Brigadier. She was then transferred to the previous Military Intelligence Division as Director Staff Support, and as such she was responsible for the management of HR, Finance, Logistics, Management Services and Internal Services. During this period she was awarded a bar to the SM for exceptional service and dedication.

After the change of the rank of Brigadier to Brigadier General she was appointed as Director Personnel Maintenance at the HR Support Centre. In this capacity she performed, among others, the following functions:

• Control, co-ordination and execution of maintenance and support to all members of the Department of Defence (DOD) within the relevant prescripts. This entailed Service Benefits (honours and awards, medical administration, personnel movements and housing), Service Conditions (pension and leave administration), Remuneration (departmental debt, inland accommodation expenditure, salaries and ministerial enquiries) and Data Integrity (system support, data management and table management).

• Participation in the process to formulate DOD policy regarding personnel maintenance.

• Budgeting for the Directorate and its satellites as well as expenditure control of the allocated budget.

She was awarded the Southern Cross Decoration in 2001 for outstanding service of the highest quality and for exceptional dedication.

Brig Gen Brand retired on 30 April 2003 after 29 years and 4 months in the Defence Force and joined the Defence Reserves. In this capacity she was called up to serve as President of three Boards of Enquiry as well as to be part of an investigation into the restructuring of Defence Corporate Communication.

Throughout her career Brig Gen Brand acknowledged the contributions of her superiors in providing guidance, encouragement and support and her subordinates for their tireless commitment, loyalty, enthusiasm, dedication, understanding and sense of humour. Without these it would not have been possible to achieve what was achieved through the years.
necessary authority for subordinates

Matanzima (Ret). He delegated the and visionary leadership of Lt Gen materialised without the full support it is known today. is what constitutes the HR Division as Command and the Service Corps. This Level 3 organisations, viz Training Management; with additional two Development, and Human Resource Human Resources designate. Matanzima was appointed Chief Human Resources designate.

The HR Division was reconfigured as a one-stop service responsible for the provision of HR regulations, policies, guidelines and procedures, governing human resource management practices within the DOD. The functional structure and level two organisational structures were among the first to be approved by the Minister for implementation and Brig Gen Mari (Ret) was subsequently appointed Director Divisional Staff where her primary role was to ensure that the Division functioned as a system. Having been the constant factor in the HR Division, and with institutional memory, she was able to provide the necessary support for all and sundry appropriately. Over and above she had to oversee the plans and budget of the Division as a whole and she pursued her responsibilities with diligence and commitment, particularly because she had to start form a zero base, as there was no reference material, or established offices. She deemed it fitting to start by putting a team together.

In the end the established HR Division operated like a well-oiled machine with four Level 2 Chief Directorates consisting of the Chief Directorates Strategic Policy and Planning, Transformation Management, Human Resource Development, and Human Resource Management; with additional two Level 3 organisations, viz Training Command and the Service Corps. This is what constitutes the HR Division as it is known today.

This responsibility would not have materialised without the full support and visionary leadership of Lt Gen Matanzima (Ret). He delegated the necessary authority for subordinates under his command to execute and make crucial decisions. His leadership style encouraged the team’s creativity and their potential was fully unleashed as they determined the strategic objectives of the various entities. The leadership of Lt Gen Matanzima (Ret) during this era was exceptional. Indeed Karl Marx was spot on when he stated that “men make their own history, but they do not make it just as they please; they do not make it under circumstances chosen by themselves, but under circumstances directly encountered, given and transmitted from the past”.

In respect to academic qualifications Brig Gen Mari (Ret) is in possession of a certificate in Defence and Security through Wits, a BBA Degree from Newport University (through Executive Education), HONS with the University of North West (SAMDI initiative), and currently is finalising her LLB with Unisa. She also has qualified in a number of military courses, including the most senior course, popularly referred to as the Joint Senior Command and Staff Programme (in service mode) and the senior strategic course - the Executive National Security Programme (ENSP).

The Sotho proverb “moagi was ntlu ga a dule” is indeed applicable to both Lt Gen Matanzima (Ret) and Brig Gen Mari (Ret) as the winds of change have blown them in different directions. This further serves as a reminder that there are no permanent positions into which leaders in the SANDF are born; no one is indispensable. The truth of the matter is that their immense contribution has laid a firm foundation for the implementation of the 2014 Defence Review.

Last, but not least, it is important to note that both Lt Gen Matanzima (Ret) and Brig Gen Mari (Ret) have moved on, but continue to serve in areas that complement some of the key issues that are tackled by the SANDF, viz in the areas of effective grievance management and skills training, Brig Gen Mari (Ret) has now started a new chapter in her life and has been appointed as the Chief Operations Officer for the Safety and Security Sector Education and Training Authority (SASSETA). Her mission now is to use the skills that she has been fortunate to attain and turn them into deliverables that will grow SASSETA to the benefit of South African communities at large. Furthermore she has undertaken to address the transformative pillars outlined in the National Skills Development Strategy III (NSDS III) as required by the Minister of the Department of Higher Education and Training”.

After almost 18 years (excluding years of exile) of service in various positions, her motto is still that character is not measured by the number of times a person falls, but by the number of times one is able to rise again when pushed down. She is also inspired by John Kotter’s writings on Rethinking the Future, particularly when he states that “the truth is that we are undergoing a period of the most rapid acceleration of "creative destruction" in history. So change will be one of the key challenges facing leaders in the 21 century. And what this means for contemporary leaders is that they are going to have to keep recomposing and reinventing themselves and redesigning their leadership roles. John Kotter further states that “leaders must make sure that they are constantly reinventing the organisation too, that the organisation does not perish because of their lack of foresight, arrogance and incompetence”. 

SA SOLDIER • 2014 - TRANSFORMATION EDITION 19
Celebrating 20 years of democracy with a good HR Division’s story to tell

By Maj Gen Ntsiki Memela-Motumi, Deputy Chief Human Resources
Photo by Pte Jonathan Mogano

More often than not the message conveyed to the South African youth during the marketing and recruitment drives of the SA National Defence Force (SANDF) is that this organisation has many opportunities. What is not stated directly is that it depends on the individuals wanting to serve in the defence and security arena to seize the available opportunities with both hands. Furthermore, prior knowledge of this sector is also beneficial in understanding the terrain in order to make the right choices and decisions. The truth of the matter is that decisions made by individuals at entry level have ramifications down the line.

Ms Buyiswa Nkunjana’s journey and professional growth within the DOD serve as testimony to what happens when an individual chooses to seize opportunities thrown at them, however big or small. Personal ambition, hard work and resilience are in the end the key that makes the achievements of the set goals feasible. Ms Nkunjana’s journey in the Department of Defence (DOD) serves as testimony to this assertion. She joined the DOD in May 2001, as Secretary to the Chief of Joint Support. Today we are chuffed by the fact that a decade later in her career she started her career as a volunteer at the Umzimkulu Community Development Services where they were, among other things, involved in assisting non-governmental organisations (NGOs) to draft funding proposals for the community projects, which included the preparation of expenditure reports to donors and co-ordinating meetings with community project members.

Ms Nkunjana’s adage is that we are masters of our own destiny and she believes that the sky is the limit. She started her career as a volunteer at the Umzimkulu Community Development Services where they were, among other things, involved in assisting non-governmental organisations (NGOs) to draft funding proposals for the community projects, which included the preparation of expenditure reports to donors and co-ordinating meetings with community project members.

In response to the Regulatory Framework on Governance, Risk and Compliance, Ms Nkunjana has led the charge in overseeing the development and implementation of the HR’s compliance, facilitated checks and balances with regard to HR policies and processes, and liaises with the DOD internal structures at all levels on compliance and audit matters; coordinates audits related activities during the statutory audit conducted by the Auditor General; ensures that all audit related queries and responses are submitted in time, facilitates the implementation of rectification plans to address audit findings, including the provision of information and advice on compliance obligations to top management structures.

Ms Nkunjana’s adage is that we are masters of our own destiny and she believes that the sky is the limit. She started her career as a volunteer at the Umzimkulu Community Development Services where they were, among other things, involved in assisting non-governmental organisations (NGOs) to draft funding proposals for the community projects, which included the preparation of expenditure reports to donors and co-ordinating meetings with community project members.

This she has done with little or no compensation. Ms Nkunjana’s attitude is indeed what sets her apart from her peers and makes her story worthy to be included in this special edition.

Her appropriate, systematic response to the evolving situation and tasking is what has enabled her to climb up the ranks. Despite her post-graduate qualification, she had no qualms serving as a secretary. Hence she was able to occupy her rightful position down the line. Ms Nkunjana now plays a pivotal role in matters of HR governance in the Department. It is through her dedication that the Department is improving continuously in regard to strategic HR matters relating to governance and compliance.

Ms Nkunjana attributes her successful career to patience and perseverance. Her motto is that the universe is here for us to explore and we should determine for ourselves how best to serve it and its people. Hence her story serves as a great example of what happens when individuals choose hard work and utilise any available opportunity as a stepping stone to greener pastures. The message conveyed by her behaviour and conduct are best captured in the anonymous poem below: Think Big; and it reads as follows:

“If you think you are bitten, you are;
If you think you dare not, you don’t;
If you’d like to win, but you think you can’t
It’s almost a cinch you won’t.
If you think you’ll lose, you’ve lost;
For in the world you’ll find
Success begins with a fellow’s will
For out in the world, you’ll find
Success begins with a fellow’s will.
You’ve got to be sure of yourself before
You’ve got to think high to rise;
You’ve got to be sure of yourself before
You ever can win a prize.

Ere ever a step is run;
And many a coward fails.
Ere ever is work begun
Think big as your deeds will grow.
Think small, and you’ll fall behind;
Think that you can and you will –
It’s all in the state of mind.

For many a race is lost
And many a coward fails.
Ere ever is work begun
Think big as your deeds will grow.
Think small, and you’ll fall behind;
Think that you can and you will –
It’s all in the state of mind.

If you think you are outclassed, you are
You’ve got to think high to rise;
You’ve got to be sure of yourself before
You ever can win a prize.
Life’s battles don’t always go
To the stronger or faster person
But sooner or later
The fellow who wins is the individual who

We should all strive to ensure that our today is better than yesterday and greater than tomorrow. Indeed the DOD has lots of opportunities for those who are focussed and ambitious.
[ONLINE] FINANCIAL ASSISTANCE

The SA Army Foundation now offers [ONLINE] Financial Assistance to its Members.

If you are interested in this product, please visit our website on: www.saarmyfoundation.co.za

Terms and Conditions Apply

In association with: Maxi Credit Solutions (Pty) Ltd, a Registered Credit Provider - NCRC1063
SA Army sows seeds of peace in the DRC

The Chief of the SA Army, Lt Gen Vusi Masondo, handed over 3,800 trained soldiers of the Armed Forces of the Democratic Republic of Congo (FARDC) to their government at Mura Training Centre in Likasi in the Democratic Republic of the Congo (DRC) on 8 March 2014. This happened after an intensive seven months of multi-faceted military training as part of a continuing SA Army training assistance to the FARDC, known as Mission Thebe.

The SA Army is conducting training as part of a bilateral agreement between the SA National Defence Force (SANDF) and the FARDC. Delivering his address at the parade, Lt Gen Masondo commended the contribution of the SANDF and SA Army members, in particular those involved in Mission Thebe.

Lt Gen Masondo said: “We are proud of you. What you have done here will not go unnoticed by future generations. You sowed the seeds of peace and Africa will remember your service. He added that the SANDF did not accept this training mission with the idea that it was a superior and macho force in Africa. Lt Gen Masondo added: “We humbly accepted that no matter how mammoth the task, our brothers and sisters from the DRC were on our side to make things better where we faltered.”

He lauded members of the SA Army for the sacrifice they made, as they had voluntarily forfeited quality time with their loved ones so that they could impart a little conventional military knowledge to fellow Africans in the DRC.

Defending our democratic gains through servant leadership styles

Norman Dixon, on the psychology of military incompetence, defines good leadership as synonymous with inspiring confidence in those who follow, and this confidence is born of results. He adds that in military organisations, leaders are usually of a different kind as they are appointed rather than emergent. The needs of the individual soldier play almost no role in deciding the sort of leader he or she gets.

Secondly, the military leader possesses constitutional power of a magnitude which surpasses that of other leaders. The truth of the matter is that if he cannot motivate his followers by force of character, he can at least push them by force of law. This means our processes of recruitment, selection and training across Services should produce officers with agile minds to execute missions directed by government in all spectra of conflict and they should have substantial reserves of moral courage.

As we celebrate 20 years of defence in democracy, it is important to reflect on our organisation’s history in respect of achievements and identify areas to improve going forward. Cilliers and Reichardt trace the establishment of the new SANDF in 1994 on the basis of the agreement reached through negotiation on South Africa’s transition. The multi-party negotiating forum agreed to the establishment of a Transitional Executive Council (TEC), whose task was to oversee the transition, following the enactment of the TEC Act in September 1993, which led to a number of sub-councils being
established to report to the Sub-Council on Defence.

The brief of the Sub-Council on Defence was to oversee the military transition at the political level. Central to this task was to plan for the integration of all armed formations represented at the negotiations. The ultimate goal was to design a defence force for South Africa which would be effective and legitimate. The details of the integration process were hammered out by the Joint Military Coordinating Committee (JMCC) consisting of representatives from the Statutory and Non-Statutory Forces.

The so-called Statutory Forces consisted of those forces that had been established by the government of the time, for example the SA Defence Force (SADF) and the armed forces of the nominally independent homelands, namely the Transkei, Bophuthatswana, Venda and Ciskei. The so-called Non-statutory Forces (NSF) consisted of MK, the military wing of the African National Congress and APLA, the military wing of the Pan Africanist Congress.

The working of the JMCC comprised a unique joint planning exercise involving previously implacable enemies. Two chairmen were elected in rotation, namely the Chief of the SADF, General Georg Meiring, and the MK Chief of Staff, General Siphwiw Nyanda.

For detailed planning, the JMCC established six working groups: one each for personnel, intelligence operations, logistics and finance, and another for non-cardinal issues. Each work group was staffed by persons from each of the seven military forces and made use of a facilitator to assist with the discussions.

The integration of the armed forces was hailed as a success as it was indeed drama free, and resulted in a significant number of senior black officers joining the newly established SANDF. Placement boards were instituted to rank NSF members in accordance with their academic qualifications and military experience.

Female General in charge of mobilisation parade

The Chief of Staff of Joint Operational HQ, Brig Gen Winnie Zini-Bobelo, arrived in Bujumbura on 18 April 2008 for her visit which was concerned with gender equality streamlining. The main aim was to see how the women were coping and handling themselves in the mission area. Her secondary aim was to visit certain important people involved in the mission and to see how all members of the contingent were doing.

Exercise KGWELE … mission accomplished

For every event that has been planned diligently success is the reward, hence “they” say: never fail to plan because if you fail to plan, then you have planned to fail. The success and excitement experienced during the Soccer World Cup that was held for three weeks from 14 to 28 June 2009 here in South Africa could be attributed to the approximately twenty months of planning by the SA National Defence Force (SANDF), the SA Police Service (SAPS) and other government departments.

The first woman Commandant of the SA Army Combat Training Centre

5 January 2008 will be remembered as a highlight in the history of the SA National Defence force (SANDF) because on that day Brig Gen Nontobeko Mpaxa was inaugurated as the first woman Commandant of the SA Army Combat Training Centre at Lohathla in the Northern Cape.

Brig Gen Mpaxa, previously the Officer Commanding of Army Support Base Port Elizabeth, has been entrusted with the country’s biggest military training facility as the Commandant of the SA Army Combat Training Centre. She fulfilled the expectations of many women in the SANDF. This is an exceptional achievement and a great inspiration for all women in South Africa and those serving in various security sectors.

A first for women

WO2 Adeley Vermaak is the first woman in the Engineer Corps to deploy as a Squadron Sergeant Major. The Squadron Sergeant Major is
SA Army

First SA woman in the United Nation Missions Headquarters

What an honour it was to have an interview with South Africa’s first woman to work at the United Nations Mission HQ - Col Ellen Riekert. I went to her office expecting to talk to a rock, but when I met her, she was such an outspoken speaker, one whose confidence and passion for her work gave off such positive energy that this appointment he became the first African Military Observer Commander since the establishment of the Mission in 1999. He came into contention for the post with other candidates, for example from Pakistan, India, Paraguay, Uruguay, China, Nepal and Egypt, to mention but a few.

First SA woman in the United Nation Missions Headquarters

First woman Infantry Company Sergeant Major deployed to the Sudan

WO2 Mayke Poo from the SA Army Infantry Formation HQ deployed with 7 SA Infantry Battalion (7 SAI Bn) as the very first woman Infantry Company Sergeant Major to the Sudan in 2008.

In 2005 WO2 Poo deployed with 2 SAI Bn to the Democratic Republic of the Congo (DRC) as a Company Military Security Clerk and, in the absence of the Company Sergeant Major, she held both posts. Alpha Company where she was working was deployed at Benni and was responsible for patrols and base protection. They were also responsible for escorting the food aid convoys and the negative forces to where they underwent their integration training.

Alpha Company moved to Kanyabayonga where they erected a new base. Every Friday and Monday she and the driver drove to Benni to collect the food and fuel - a distance of 70km, which took approximately 10 hours to complete. Fortunately the rebels on the road never attacked them, but owing to the poor road conditions the vehicle often broke down and then the trip took more than 15 hours.

In November 2007 WO2 Poo joined 7 SAI Bn as the Bravo Company Sergeant Major deployed in Malha in the northern Sudan.

Female paratroopers reaching for the sky

Until September 2005 no women in the SANDF were qualified as paratroopers. History was made in the SANDF when Lt Suzan Johannes (a sergeant at the time) broke the barriers of what was considered “male territory” and by doing so qualified as the first female paratrooper in the SANDF. Currently there are six female paratroopers in
the SANDF. The year 2006 saw Pte Mantoa Leburu qualifying as the first female paratrooper in the SA Infantry Corps. She is currently deployed in the Democratic Republic of the Congo (DRC). 1 Parachute Battalion boasts three more female paratroopers: Pte Chavonn Carmen Malgas, Pte Morongwa Lenah Motsebele and Pte Marriam Thabisile Skosana. They are currently deployed in Limpopo Province with 1 Parachute Battalion.

From the 2007 Military Skills Development System (MSDS) intake, 7 Medical Battalion Group received a female paratrooper, Pte Alphina Nkoana. She is presently the only parachute qualified woman in the SA Military Health Service (SAMHS).

These six brave women passed the parachute selection, which is the ultimate test to separate the men from the boys and the women from the girls. The selection lasts for 72 hours and members are assessed on their physical and mental abilities.

The women did not get any special treatment during the selection phase and they passed it on the basis of their own abilities, without standards being compromised.

Although they are working in what is considered to be a male environment, these women have not lost their femininity. They are proud of who they are and even more passionate about being women. Lt Johannes said: “Being a paratrooper does not mean one has to stop being a lady. After all has been said and done, we are still women.” They are sometimes faced by negativity from their male counterparts. This, however, does not demoralise them and it even encourages them to perform better as a way of showing that they deserve to wear the wings.

A female senior officer of the SA Armoured Corps

Maj Phumzile Precious Shingange is the Tank Transporter Regiment Second-in-Command at 1 SA Tank Regiment - a senior officer of the SA Armoured Corps. She was born in Soweto, Johannesburg, and is a wife, a mother to her two daughters, and a distance education student at the Military Academy. She joined the SANDF in 1998 at the SA Women’s College (SAWCOL) where she chose to join the dominant corps. Her career experienced some hard times, as men expected her to fail, but she proudly managed to qualify herself on all three weapons, the 105mm Olifant MK1A, the 76mm Armoured Car (Rooikat) and the 120mm ZT3 Missile System. She worked as a Tank Troop Commander at 1 SA Tank Regiment as a Troop Commander at the School of Armour as a Platoon Commander at SA Army Gymnasium and as a Military Instructor at the Military Academy where she was presented with a certificate in Military Studies. Maj Shingange is known as a disciplinarian and a woman of integrity, strength and courage. Her plans for the future are to contribute as much as possible to women’s empowerment in the SA Armoured Corps, and in the SANDF as a whole. She has obtained a Bachelor of Military Degree in Human and Organisational Development and continues with her postgraduate studies, while gaining more experience in her core business by participating in operational exercises as a commander, and most of all by making a difference to young officers and being their role model.

Her ambitions include being the General Officer Commanding of the SA Armoured Corps. Her message for women in the SANDF, especially the fighters, is: “Women’s empowerment as commanders is inevitable; we must work at improving it. Respect is earned by being competent in what you do, as well as self-confidence. Confidence will take you anywhere you want to go”. “Be an optimist more than a pessimist about our SANDF as a whole. Knowledge is power, strive for perfection and always make a difference.

“Most of all, do not neglect your other responsibilities, such as being a mother, wife or daughter. Although you are in a male dominated field, do not feel intimidated and start losing confidence in yourself, and do not forget that you are a woman.” It is against this background that she is today.

Sisters in arms against crime

They are young, vibrant and passionate about their work as dog handlers at the K-9 Section, 1 SA Tank Regiment. They have a lot in common. Both joined the SA National
Defence Force (SANDF) in January 2007 through the Military Skills Development System (MSDS), and they both dreamt of becoming soldiers at a very tender age. Both love dogs and they are committed to fighting crime with one voice at their unit.

Trooper (Tpr) Daphney Spandiel was born and raised at Barkly West near Kimberley, while Tpr Cornell Malgas was born and bred at Louisvale near Upington. These two members completed the course at the Military Veterinary Institute at Potchefstroom to qualify as dog handlers. During the day they train their dogs, do kennel maintenance, brush and feed them. They patrol unit lines, post the dogs in the stores and transport parks for night duty and conduct searches for narcotics at the living-in quarters. SA Soldier visited the section at Bloemfontein and spoke with the two women.”

Discipline and teamwork are vital in the SANDF for you to survive and accomplish your duties. Tpr Spandiel said: “My plan is to become a Kennel Instructor in the future. Women must not be afraid to pursue what they want. Go out there and be what you want to be, as the SANDF is one hundred per cent behind you in whatever you decide to do.” Tpr Malgas said that her parents were so proud and supportive of her when she enlisted in the SA Army. Tpr Malgas said: “We have three dogs in the family and I love to work with dogs. I want to study to be a vet at State expense so as to plough back my knowledge into this organisation that gave me the opportunity to be in this elite team.”

Woman explores the construction field

Cpl Pinky Constance Motaung is one of only a few women ever to do the Construction Machine Operators (CMO) course. She is also the only woman on the current CMO course at 1 Construction Regiment. She was nominated for this course even though she was not in the Engineering Corps. She is currently a chef at 35 Engineer Support Regiment, and has a keen interest in construction machines. According to this confident woman she would be willing to swap her apron for a construction machine any day.

She initially started with the Lowbed course at 1 Construction Regiment and has since moved on to the CMO course. Asked why she enjoyed this male dominated field so much, she replied that she enjoyed being active and did not quite agree with the perception that women belonged in the kitchen. It seems that she is literally disproving that perception.

L Cpl Motaung plans to change to the Engineering Corps as soon as she completes the CMO course. She feels that this line of work suits her personality better, and though she admitted that driving the machines alone could be somewhat of a challenge, she was coping well.

Some of her colleagues say that normally with her it is a case of mind over matter, as the course is strenuous and difficult, even for men.

Military women build bridges

National Women’s Day (9 August) is a special day as it commemorates 9 August 1956, when women participated in a national march against the pass laws (the legislation that required Africans to carry a document on them to prove that they were allowed to enter a demarcated areas meant for specific racial groups).

In order to honour these women 2 Field Engineer Regiment has established a female bridge-building team to participate in various events within the organisation. It is the first female bridge-building team to compete against men in the annual Warrant Officers (WOs) and Non-commissioned Officers (NCOs) Competition of the SA Engineer Corps (SAEC) in July 2009. Traditionally the bridge-building competition between all the units of the SA Army Engineer Formation concludes the competition.

In the old days Engineering was labelled as a man’s world. Women were believed to belong at home in the kitchen and taking care of children,
but not anymore. Here are dedicated young women of 2 Field Engineer Regiment filled with hope and dreams of obtaining excellent results for their unit. SAEC women have the same military career opportunities as the men as they undergo the same corps training and are treated equally. This is the reason why women of 2 Field Engineer Regiment are building the bridge on their own, without “men power”.  

10 years of democracy

The SANDF has placed South Africa among the world’s largest contributors to United Nations (UN) peacekeeping operations, which includes helping to support democracy, facilitating economic and social stability and creating better world for all. The Minister of Defence remarked in the DOD’s Annual Report of the past year that the “DOD intensified its efforts to promote security, peace and stability on the African continent in support of the New Partnership for Africa’s Development (NEPAD)”. This is also evidenced by the continued deployment of members of the SANDF on peace missions, for instance in the Democratic Republic of the Congo (DRC) and in Burundi. He also expressed his pride in “the role the DOD played in the establishment of the structures of the African Union (AU), especially in the role Southern African Developing Community (SADC) has to play in the African Standby Force”.  

The SA Army boasts a young and inspirational writer

Private Ntokozo Edward Ndlovu recently released his first book: “Matsimane and his people”. He is currently working at the School of Armour in Bloemfontein as a Personnel Clerk. In this book Pte Ndlovu tells the story of Matsimane and his people. The book describes the Matsimane’s family tree, the origins, historical movements, culture, tradition and genealogy, and Pte Ndlovu recognises the unity and the importance of being Kwa-Matsimane. In this book he honours his ancestors and elders, living and dead, by means of preserving his culture, tradition and family history.

ABOVE: The first Commander-in-Chief of the SANDF, Mr Nelson Mandela, President of the RSA, acknowledges the work of SANDF members in support of peacekeeping missions in Africa.

A sincere agent for transformation

Lt Col Fanie Olivier has been the representative of the Human Resources Division on the Transformation and Gender Board since 2013, under the Chief Directorate Transformation Management. His role is to activate and inform members of the Human Resources Division about transformation activities. If there is insufficient representivity he will always try to get greater representivity. He does not hesitate to share information with other entities in the Armscor Building in Pretoria with regard to transformation.

Activities in which the Human Resources Division was represented and in which it participated include:
- a Thanksgiving Service for people with disabilities,
- a workshop to commemorate the 16 Days of Activism Campaign on No Violence against Women and Children,
- Leadership Dialogues,
- a Transformation Conference (Gender),
- Youth Seminars and
- Casual Day.

The Transformation Evaluation Survey was representative of the Division. An audit has been completed whereby all people with disabilities in the Division were documented and updated on the data basis.

Asked what his vision for the future within the Human Resources Division will be, he said he would strive for the following:
- That accessibility for people with disabilities must improve in the future. He is thinking in terms of training facilities, including the correct vehicles for transporting people with disabilities.
- That more members attend the Gender Courses at Peace Mission Training Centre, especially in view of future deployment.
- That evaluation methods are adapted at training facilities to encompass a more varied spectrum of disabilities.
SA Air Force celebrates 20 years of freedom and democracy - “An air force that inspires confidence”

Lt Gen James Kriel (1 November 1991 to 31 April 1996)

Lt Gen James Kriel (Ret) was the Chief of the SA Air Force from 1 November 1991 to 31 April 1996. Lt Gen Kriel (Ret) was a maritime pilot and was the initiator of an Air Force prepared to change. The SA Air Force’s motto for the Nineties: “A Change, A Challenge, A Future” denoted the SA Air Force’s approach to the challenges of the Nineties.

Lt Gen Willem Hechter (Ret) (1 May 1996 to 29 February 2000)

Lt Gen Willem Hechter (Ret) was the Chief of the SA Air Force from 1 May 1996 to 29 February 2000. Lt Gen Hechter (Ret) was a fighter pilot and flew, among others, Harvards, Impalas Mirage III’s and the Mirage F1. During his term of office Lt Gen Hechter (Ret) was committed to the challenges of transformation and professionalism that faced the SA Air Force. The SA Air Force command at the time ensured that the Air Force command was positioned to respond to those key organisational issues which were critical in determining the well-being of South Africa and its people.

Lt Gen Roelf Beukes (Ret) (1 March 2000 to 29 February 2005)

Lt Gen Roelf Beukes (Ret) was the Chief of the SA Air Force from 1 March 2000 to 29 February 2005. Lt Gen Beukes (Ret) flew a number of fighter aircraft, including the Harvards, Impalas, Mirage III’s and Mirage FICZ’s. On retirement in March 2005, Lt Gen Beukes (Ret) remarked: “I strongly believe in the future of the SA Air Force knowing that its members will continue to excel, even during the most challenging times”.

Lt Gen Carlo Gagiano (Ret) (1 March 2005 to 30 September 2012)

Lt Gen Carlo Gagiano (Ret) was the Chief of the SA Air Force from 1 March 2005 to 30 September 2012. Lt Gen Gagiano (Ret) flew a number of fighter aircraft, among others Harvards, Sabres, Impalas, Mirage III’s and he became the Officer Commanding of 3 Squadron that employed the Mirage FICZ’s. Lt Gen Gagiano (Ret) said: “However, the highlight for me came when I was officiating at my last wings parade, when an African pupil pilot came first on course and was awarded all four trophies.” Under the command of Lt Gen Gagiano (Ret) the SA Air
ABOVE: The SA Air Force proudly displayed the new colors of the new National Flag during the inauguration of the first democratically elected President of South Africa - Mr Nelson Rholihlahla Mandela on 27 April 1994.

Lt Gen Zimpande Msimang (30 September 2012 to date)

Lt Gen Zimpande Msimang is the current Chief of the SA Air Force since 30 September 2012. Lt Gen Msimang qualified as a helicopter pilot in the former USSR where he flew MI 8 and MI24 helicopters. He completed the bridging course to obtain SA Air Force Wings on 11 April 1995. Lt Gen Msimang was appointed as the Officer Commanding Air Force Base Bloemspruit on 21 January 2005. Lt Gen Msimang remarked: “Being a soldier is a special calling, turn your daily service into an exceptional craft and bring your best self to the SA Air Force every day.” Lt Gen Msimang called upon all members to “continue to ensure that this Air Force inspires confidence.”

SA Air Force participation during Presidential Inaugurations on 27 April 1994 and 20 years later on 24 May 2014.

ABOVE: On 24 May 2014 South Africa celebrated the second term inauguration of President Jacob Zuma and the presence of the SA Air Force was distinguished by intricate flying formations.
Warrant Officers of the SA Air Force since 1994 that kept SA Air Force members disciplined and proud


ABOVE: Warrant Officer Dan Tshabalala (2006 - present).

SIYANDIZA - the SA Air Force aviation awareness programme

Maj Gen Lucky Ngema (Ret) was appointed as the first African Senior Officer in the SA Air Force. His passion for youth development led to his being appointed the champion of “SIYANDIZA – We Are Flying” Programme which was geared at reaching out to previously disadvantaged youth. This Programme developed to become an academically enhanced programme which is known today as the “Young Falcon Programme”.

The SA Air Force is continuously promoting aviation awareness among the youth of South Africa. All air bases present annual Young Falcon Programmes during school breaks and learners undergo a thorough seven-day aviation course. In 2013 a group of 36 British Air Cadets paid a visit to the SA Air Force’s Young Falcon Programme. Successes of the Young Falcon Programme were complimented by the visiting British delegation.

ABOVE: Maj Gen Lucky Ngema (Ret), Patron of Aviation Awareness in the SA Air Force in 2000, took it upon himself to motivate learners to strive for pride, discipline and confidence. He was a keen motivational speaker at youth events throughout South Africa.

LEFT: Lt Annabelle McCaully, the first African female pilot of the SA Air Force with Col Charles McGee.
FEMALE AVIATORS TAKE TO THE SKY

Women have reached for the sky since air power first became an element of war, and by the end of World War I there were 18,000 women serving in the Royal Air Force (RAF), the oldest air force in the Commonwealth and a clear indication of the opportunity and popularity of change and emancipation in women’s employment. (Since 1994 to date 29 women have qualified as pilots.)

LEFT: Maj Catherine Lauschagne was the first female pilot to fly the Gripen Supersonic Fighter Aircraft in the world.

LEFT: Maj Caro Duven (commander) and Capt Nandi Zama (co-pilot), the first two female pilots to fly the C-130 aircraft.

ABOVE: Lt Zanele Shabangu flying an Oryx helicopter. (She received her wings in 2010.)

RIGHT: Capt Phetogo Motawa is the first African female helicopter pilot to fly Oryx helicopters.

LEFT: Brig Gen Tersia Jacobs was the first woman to become a General in the SA Air Force, here being appointed by the first African female Minister of Defence, Ms Lindiwe Sisulu.
FEMALE MEMBERS DEMONSTRATE THEIR VALUE IN THE SA AIR FORCE

ABOVE: Brig Gen Portia More is the first female to be appointed as Director Intelligence and Operational Support.

ABOVE: Brig Gen Mariette Hartley was appointed as first female Director Air Capability and Plans.

ABOVE: Col Nono Make became the first African woman in March 2011 to be appointed as the Officer Commanding 1 Air Supply Unit.

TRANSFORMATION IN THE COMBAT COCKPIT

LEFT: At the end of 1998 it was decided that the Swedish Advanced Light Fighter Aircraft, Gripen, was selected as the SA Air Force’s new frontline multi-role fighter aircraft and it replaced the Cheetah fleet.

THE VALUE OF FLYING TRAINING EXCELLENCE

Lt Col Musa Mbokota was born in a little village called Mingha, in Limpopo Province. When he completed his schooling he joined the SA Air Force at the age of 18. He is the first African Pilot to fly supersonic jets and also the first appointed African Officer Commanding of the legendary 2 Squadron (Flying Cheetahs).

ABOVE: Lt Col Musa Mbokota congratulates Maj Catherine Labuschagne on her first solo flight on the Gripen fighter aircraft. (He became the first African Supersonic Fighter Pilot and the Officer Commanding of the legendary 2 Squadron.)

LEFT: In 2011 history would be made once again for the Central Flying School and the Silver Falcons as they welcomed their first female member into their ranks. Maj Heybrecht van Niekerk joined the team in 2011 and would go on to fly more than 50 displays during her tour.
ABOVE: Lt Gen Carlo Gagiano (Ret), the then Chief of the SA Air Force, congratulating 2Lt Tiro Tsotetsi who became the first African pilot to be awarded all four trophies on his Basic Flying Training Course in 2012.

“To most people the sky is the limit, to those who love aviation, the sky is home.”

“Aviation is proof that given the will, we have the capacity to achieve the impossible.”

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

- Leonardo da Vinci
LEFT: The Augusta Westland Super Lynx 300 is a maritime helicopter and is deployed on the SA Navy Valour Class Corvettes and performs anti-surface warfare, maritime patrol and search and rescue missions.

ABOVE: The Augusta Westland A109LUH fleet provides utility capabilities and is used in various roles, including humanitarian operations and disaster relief in support of the South African National Defence Force.

LEFT: The Hawk Lead-in Fighter Trainer is equally at the forefront of transformation within the SA Air Force. It offers an exciting, modern and forgiving training platform for future generation fighter pilots of the SA Air Force.

LEFT: The Gripen is a fourth-generation aircraft system. Although is greatest priority is the air defence role, the Gripen can also operate ground and sea targets, as well as perform advanced reconnaissance duties. The balance between these roles is vital to the Gripen’s operational and tactical capabilities.

“Forget mistakes. Forget failure. Forget everything except what you are going to do now, and do it!”
- Will Durant
Today, Denel is a force for good in South Africa! As a proud strategic partner of the South African National Defence Force, we help to guarantee the country’s territorial integrity and protect the lives of citizens. As a globally recognised manufacturer of leading-edge products, we earn valuable foreign exchange.

As a technology powerhouse, we lead the way in innovation and research and development.

As a responsible corporate citizen, we invest in fighting the triple challenges of poverty, unemployment and inequality through our CSI, training and skills development of future engineers, scientists, artisans, technicians and astronauts.

Denel’s support to a democratic South Africa can also be measured by the quality of our people, products and nation-building programmes:

- **The Rooivalk Helicopter** – making its debut flight on the day President Nelson Mandela was released after 27 years of incarceration. Today this iconic indigenously developed combat helicopter provides valuable support to South African troops in peace-keeping operations across the continent.
- **The Seeker 400** – the new global standard in unmanned aerial vehicles and an invaluable tool in reconnaissance operations, border protection, wildlife management and search and rescue operations.
- **The Badger** – the SA Army’s infantry combat vehicle of choice providing our troops with unrivalled mobility, firepower and protection.
- **The A-Darter** – a new-generation surface-to-air missile developed in collaboration with Brazil, South Africa’s partner in the BRICS Alliance;
- **Denel Aerostructures** – a leader in the design and manufacturing of complex metallic and composites structures for the global aerospace industry.
- **Denel Aviation** – a trusted partner of the SA Air Force, helping to keep key parts of its helicopter and fixed wing fleet in excellent flying condition.
- **Denel Mechem** – Africa’s leading provider of humanitarian demining services, saving lives and stabilising communities in post-conflict regions.
- **Denel Overberg Test Range** - located on the southern-most tip of Africa, a much sought-after facility for international flight testing and a global ally in space launches and missions.

Twenty Years after South Africa’s democratic transition, Denel partners the SANDF in support of the AU and UN in ensuring Peace, Security and Stability in South Africa and the rest of the continent.

South Africa, here’s to another 20 Years of Peace, Freedom and Democracy!

*Halala South Africa, Halala!!!*
The transformation of the SA Navy from 1994 to 2014

Compiled by the SA Navy

The story of the SA Navy during the first 20 years of a democratic South Africa is one of hope, endurance, hard work and professionalism. At the dawn of democracy in South Africa on 27 April 1994 the SA Navy was a small, but very capable and professional organisation.

The Navy consisted of three Daphne Class submarines, two combat support vessels (SAS DRAKENSBERG and SAS OUTENIQUA), one hydrographic survey vessel (SAS PROTEA), four River Class mine hunters and nine strike craft. The only women who were allowed to serve in the SA Navy were the SA Women’s Auxiliary Naval Service (SWANS). These women were not regarded as full members of the SA Navy and had very limited careers within the SA Navy. At this time the SA Navy was also grossly misrepresentative of the demographics of South Africa, something the SA Navy regarded as a priority to rectify.

The Chief of the SA Navy at the dawn of our democracy was V Adm Robert Simpson-Anderson, who was appointed on 1 September 1992. His was the responsibility to oversee the integration of military personnel from Umkhonto we Sizwe, the Azanian People’s Liberation Army (APLA), the Transkei, Bophuthatswana, Venda, Ciskei (TBVC) states and the SA Defence Force (SADF). The first integration intake into the SA Navy started on 1 September 1993 at SAS SALDANHA.

This was also the first time that women were recruited into the SA Navy as full members, and allowed to choose their own mustering or career within the SA Navy. During this period the SA Navy’s training unit, SAS SALDANHA, was at the forefront of the integration process and the other SA National Defence Force ( SANDF) training units benchmarked from the SA Navy as to how to successfully integrate these members into the SANDF as a whole. The Officer Commanding SAS SALDANHA, Capt Koos Louw, and his team of dedicated instructors managed to successfully orientate and integrate the members from the different armed forces into the SA Navy. This was done by focusing on the naval culture and how everyone who serves on board a ship has a role to play.

Leaders such as V Adm Johannes Mudimu and V Admiral Mosoeu Magalefa showed bravery and dedication to the good cause of the organisation by volunteering to be transferred from the SA Army to the SA Navy. They joined other senior officers such as Mosiwa Hlongwane and Lucky Duze. These officers used the latter part of the 1990’s to complete numerous courses in preparation for senior appointments in the SA Navy.

V Adm Simpson-Anderson led the SA Navy successfully through these tumultuous times and through his professional attitude managed to prevent any conflict that might have taken place. While these integration and transformation issues were being confronted, the Strategic Defence Packages were also concluded in Parliament. Although Parliament eventually approved the packages, it only occurred after some very strenuous guns versus butter debates in Parliament and in the media. V Adm Simpson-Anderson’s leadership during this process also played a pivotal role.

Specific gender transformation examples during this period:

- On 1 November 1994 Seaman Emily Masanabo became the first African woman to work in the Military Police. She was later appointed as a Commander after her rank was reviewed. She is currently the Director for Naval Transformation at Navy HQ.
- In March 1996, WO1 Belia Visser was appointed as the first Master-at-Arms of an SA Navy shore unit when she was appointed MAA of SA Naval College in Gordon’s Bay.

At the start of the new millennium V Adm Retief inherited a Navy that was undergoing several dramatic changes. Transformation of the SA Navy was the cardinal driving force, but this had to be done with equipment that was very outdated and reaching the end of its serviceability, especially the Daphne Class submarines and the Warrior Class strike craft.

It was during this time that parts of the Strategic Defence Packages reached their fruition and, under the command of V Adm Retief the following vessels arrived in South Africa:


- In November 1998, Lt Cdr Johanna Mars was appointed as the first female mechanical engineer in the SA Navy. She has since worked diligently in her field of specialisation and has contributed greatly to the Engineering Directorate of the Fleet in Simon’s Town.
ABOVE: V Adm Johan Retief (1 November 2000 to 27 February 2005) continuing transformation and the arrival of the new ships and submarines.

- On 4 June 2003, SAS AMATOLA arrived in Simon's Town from Germany. This was the first time that the SA Navy had a frigate capability in more than 20 years.
- SAS SPIOENKOP on 31 May 2004.
- SAS MENDI on 17 September 2004. There were also other transformational highlights in the SA Navy in V Adm Retief’s time:
  - On 1 January 2001 Capt (SAN) Sonica van Rooyen was the first woman to be appointed to the Navy Board when she was appointed as Senior Staff Officer (SSO) Naval Public Relations.
  - On 30 July 2003 Lt Cdr Bubele Mhlana became the first Black Officer Commanding of an SA Navy vessel where he assumed command of SAS KAPA.
  - On 1 January 2004 R Adm (JG) Khanyisile Litchfield-Tshabalala (Ret) was appointed as the first African female Admiral in the SA Navy. She went on to achieve many successes, including being a category winner in the 2006 Shoprite Checkers SABC2 Women of the Year, as well as one of the Top 10 Rapport City Press Women of the Year in 2007.
  - On 12 February 2004 Capt (SAN) Lilla du Preez (Ret) was appointed as the first female Officer Commanding of SA Naval College in Gordon’s Bay.
  - On 28 February 2005, V Adm Johannes Mudimu received the telescope of command from V Adm Retief and this ushered in a new era in the SA Navy. V Adm Mudimu would expertly balance the transformational imperatives of the Government and the need for a professional Navy. Many things can be said of the leadership of V Adm Mudimu, but a fitting tribute may be: “Cometh the hour, cometh the man”. V Adm Mudimu was a truly inspiring leader and under his command the SA Navy was catapulted into a professional, inspiring, transformed

ABOVE: This unique photo was taken shortly after the arrival of SAS MENDI and shows all four frigates at sea at the same time.

ABOVE: V Adm Johannes Mudimu, former Chief of the SA Navy (28 February 2005 to 30 March 2014).
organisation that could compete at the highest level. There were many highlights during the time of V Adm Mudimu, some of which are listed below:

• On 22 April 2005 the SA Navy successful fired an Exocet surface-to-surface missile for the first time. SAS AMATOLA (under the command of Capt (SAN) Guy Jamieson) fired a missile at SAS SHAKA (an old strike craft) and promptly sank her. The weapons officer who fired the missile was Lt Cdr Maria Clulee, the first women to fire a missile in the SA Navy.

• On 6 May 2005 WO1 Wendy Lancaster was appointed as the first coxswain (RSM of a ship) in the SA Navy. She was appointed as the coxswain of SAS PROTEA, the SA Navy hydrographic vessel.

• On 20 May 2005 SLt Latha Starling was appointed as the first female Officer Commanding of a ship in the SA Navy. She was appointed as Officer Commanding of SAS TEKWANE, which was based in Durban. She was followed a few months later by SLt Mareza Green who was appointed as Officer Commanding of SAS TERN.
In August 2005 Leading Seaman Rose-Mary Rapetswa became the first woman to qualify on submarine escape equipment. She later became the first qualified submariner in the SA Navy, which paved the way for many women to follow in her footsteps. On 21 November 2005 the SA Navy undertook the first successful launch of an Umkhonto surface-to-air missile. In 2005 Leading Seamen Portia Maboa was the first African woman to set foot on Antarctica. She was the designated chef on board the SAS AUGULHAS.

The first two frigates, SAS AMATOLA and SAS ISANDLWANA, were commissioned on 19 February and 27 July 2006 respectively. On 6 April 2006 SAS DRAKENSBERG brought power to the people of the Western Cape when they transported a replacement rotor for the Koeberg nuclear power station. The ship was in Europe at the time to escort SAS MANTHATISI on her maiden voyage. She was re-routed to uplift

The SA Navy hosted the then Commander-in-Chief, President Thabo Mbeki, for a Fleet Review in Simon’s Town. This was an opportunity for the SA Navy to showcase the new ships and submarines to the President. V Adm Johannes Mudimu played a leading role in this event, which proved to the top command of the country that our Navy is ready to “Fight at sea, Win at sea, and be Unchallenged at sea”.

Throughout V Adm Johannes Mudimu’s time he took a keen interest in the transformation of the diver’s mustering in the SA Navy. Through his leadership and the perseverance and dedication of the SA Navy divers and their personnel it has become commonplace to see SA Navy divers fully representative of society.

Capt (SAN) Bubele Mhlana (right) was appointed as Officer Commanding SAS ISANDLWANA on 22 February 2007 and was thus the first African Officer Commanding of a frigate.
Above: V Adm Mosiwa Hlongwane (left) became the second African Chief of the SA Navy when he took over from V Adm Johannes Mudimu on 31 March 2014. This shows the confidence in the leadership and abilities of a new group of African officers that have risen through the ranks of the SA Navy.

- On 8 April 2006 SAS MANTHATHISI arrived in Simon’s Town after more than 42 days at sea. This TYPE 2009 submarine ushered in the second phase of the SA Navy’s submarine capability after the retirement of all three Daphne Class submarines a few years earlier. In contrast to the frigates (that had to have their combat suites fitted in South Africa) the submarines arrived in South Africa fitted with all their equipment and were immediately commissioned into service.
- In September 2006 Lt Cdr Maria Clulee was appointed as the Officer Commanding of a naval warship. This honour meant that she was able to join the select group of Naval Officers who have commanded large ships at sea.
- On 7 December 2006 a unique event happened when for the first time there was a handover of command between two women. Lt Mareza Green handed over command of SAS TERN to SLt Michelle Botha.
- On 16 February 2007 SAS SPIOENKOP was commissioned.
- On 30 May 2007 SAS AMATOLA sailed to undergo Basic Operational Sea Training (BOST) in the United Kingdom. This was a milestone for the new frigates as the SA Navy had to benchmark with foreign navies to learn how to operate with frigates. This is significant because a navy has to employ strike craft and frigates in different ways. Owing to their small size strike craft are effectively hit-and-run vessels. However, a frigate is larger and her crew have to be taught to continue the fight even though she may be damaged. It soon became apparent during the BOST training that the frigates’ crews were too small, and as a result of this training the crew size was increased by about 25%.
- In September of 2007 a fleet of six North Atlantic Treaty Organisation (NATO) vessels sailed around Africa and exercised with the SA Navy. The NATO fleet was met by Capt (SAN) Mhlana in SAS ISANDLWANA when they crossed into our territorial waters at our maritime border with Namibia. SAS AMATOLA and SAS MANTHATHISI joined the SAS ISANDLWANA for the exercises. During the evening the entire surface fleet had to protect one of the German tankers against a submarine threat. It was during this exercise that Cdr Gary Kretchmer and the crew of SAS MANTHATHISI showed their capability by “sinking” all the surface ships twice. This singular event showcased how the SA Navy
had been successfully transformed into a small world-class navy that could command world-wide respect, directly in line with V Adm Mudimu’s intentions.

- On 7 February 2008 Capt (SAN) Grace Nkosi became the first African female Officer Commanding of a SA Navy shore unit when she was appointed as Officer Commanding Naval Stores Depot Wingfield.
- On 8 July 2008 Lt Michelle Botha became the first female Officer Commanding of a SA Navy vessel (SAS TERN) to pilot her ship through the treacherous Knysna Heads.
- From 8 to 12 March 2009 the SA Navy hosted the inaugural Sea Power for Africa Symposium in Cape Town under the Chairmanship of V Adm Mudimu. This symposium saw dozens of delegates from all over Africa and the rest of the world discuss pertinent issues relating to maritime security on the African continent.
- In March 2010 the SA Navy also assumed the Chair of the Indian Ocean Naval Symposium (IONS) from the United Arab Emirates when South Africa hosted the IONS Seminar in Cape Town. This organisation represents all countries that border the Indian Ocean. The SA Navy handed over Chairmanship of IONS to Australia when South Africa hosted the Sea Symposium in Cape Town under the Chairmanship of V Adm Mudimu’s intentions.
- On 24 May 2013 Ens N. Mkhulise became the first Black women in the SA Navy to graduate from the United States Naval Academy at Annapolis, Maryland. She graduated with a Bachelor of Science degree in Ocean Engineering.
- In 2014 the SA Navy contributed to the successful hosting of the Soccer World Cup in South Africa. The SA Navy was responsible for the underwater security in the three harbour host cities (Cape Town, Port Elizabeth and Durban). This was done largely by the crew of SAS PROTEA, the hydrographic surface vessel. The equipment they utilised was the Shallow Water Route Survey System that allowed them to identify underwater obstacles in all three harbours. By doing so they were able to ensure that no mines or other explosive devices could be placed in the harbours and thus threaten the event. Additionally the Navy also patrolled the waters off these cities during each of the games that took place in them, while other ships (such as SAS DRAKENSBERG) patrolled further afield. This was the largest single deployment of the SA Navy following democracy and the SA Navy could only have done it with the new ships and submarines.
- In 2011 the Governments of South Africa, Mozambique and Tanzania reached an agreement that the SA Navy would patrol the Mozambican Channel against pirates from the Horn of Africa. The first ship to do these patrols, SAS MENDI, returned to Simon’s Town on 22 May 2011 after 199 days at sea. These patrols have continue up to the present and the SA Navy has had managed to have a ship on station in the Mozambican Channel since 2011.
- On 26 April 2012 Cdr Handsome Matsane became the first African Officer Commanding of an SA Navy submarine when he was appointed as Officer Commanding of SAS QUEEN MODJADJI.
- Additionally there were numerous rescues performed by our frigates over the years, such as the rescue of the stranded fishermen off Tristan da Cunha in 2011 and of the yachtsmen during the Cape to Rio race in 2014.
- On 24 May 2013 Ens N. Mkhulise became the first Black women in the SA Navy to graduate from the United States Naval Academy at Annapolis, Maryland. She graduated with a Bachelor of Science degree in Ocean Engineering.
- At the end of January 2014 R Adm Bubele Mhlana became the first Black Flag Officer Fleet in the SA Navy. This is most senior military post in the Western Cape and sees the incumbent in command of all the ships, submarines and units of the SA Navy in the Western Cape, as well as other satellite units in Simon’s Town, Saldanha, Durban, Port Elizabeth, Gordon’s Bay and Wingfield.
- V Adm Mudimu leaves behind a great legacy – a truly transformed SA Navy that can compete – and win – against the best navies in the world.

V Adm Mosiwa Hlongwane (31 March 2014 to present)

Taking a fully transformed SA Navy into the future …

V Adm Hlongwane has been in the post for just more than six months, following a seamless transition of command. In this short period there have already been huge successes, for example:

- Various discussions with the South African Maritime Safety Authority (SAMSA) led to six Navy members being enrolled...
Adm Hlongwane the SA Navy can look forward to a bright future. The SA Navy is currently involved with EXERCISE IBSAMAR IV, which started on 20 October 2014. A large number of ships and personnel are taking part in this exercise with Brazil and India. Under the firm leadership of V Adm Hlongwane the SA Navy can look forward to a bright future.

All rise … The honourable R Adm (JG) Rendani Patience Masutha presiding

Growing up as a little girl in Venda in a small village called Hamutsha, R Adm (JG) Rendani Masutha always knew that she wanted to break barriers. When her peers were going to teachers’ training and nursing colleges, she chose to study law. Her dream as a young woman was to become a judge of the High Court.

She obtained her BA Law degree at the University of Venda and later went on to acquire her LLB degree at the University of North where she lectured for six months.

Her first big break came when she picked up a copy of the Sunday Times and came across the advertisement placed by the SA Navy for a junior lawyer in mid-1990. She grabbed the opportunity with both hands and subsequently became the first female black Officer in the SA Navy in 1995.

About her reason for joining the SA Navy, the then Lt Masutha said: “I wanted to serve my rainbow nation as a legal officer”. She was at first working at the legal office in Simon’s Town. Lt Masutha successfully completed her Military Training for Officers (Category B) course and was commissioned on 8 December 1995 at a parade held in Gordon’s Bay attended by the then Chief of the SANDF, General Georg Meiring, and the then Chief of the SA Navy, V Adm Robert Simpson-Anderson.

Seventeen years later, R Adm (JG) Rendani Masutha currently holds the post of Director Military Defence Counsel (DMDC). Her responsibilities as DMDC are to ensure an affordable, fully integrated, credible, sustainable, effective and efficient military Defence counsel service for members of the SANDF whenever required.

Simply put, this means that the core duties of the Admiral’s Directorate are to see to it that the rights of the accused persons are protected, whether at military courts or during preliminary investigations. They also represent implicated members at boards of inquiry.

R Adm Masutha said: “It is the duty of my Directorate to ensure that Defence Counsels are well trained, follow the Directorate’s policies and guidelines and discharge their work in a professional manner. As DMDC, I am in charge of all SSO Military Defence Counsels and those Defence Counsels who are stationed at the Legal Satellite Offices (LEGSATOS).

She has set goals for herself and achieved most of her naval career objectives. A highlight for R Adm (JG) Masutha was when became a Military Judge in 2005 and eventually a Senior Military Judge from 2006 to 2010. She has the following qualifications: BA (LAW) from University of Venda, LLB - University of the North (Turffloop) and LLM - Unisa. In a class of her own, R Adm (JG) Masutha is proud to be known as the first naval female Military Law Practitioner and the first naval woman to become a Director in the Defence Legal Services Division.

Her next step on the ladder of success is to become the Judge Advocate General of the Defence Legal Services Division.

R Adm Masutha says: “I have learnt that whatever my mind can conceive and believe I can achieve.” Every time I learn about women within the SA Navy, it just puts a smile on my face and always makes me feel proud. There is, however, still more to be achieved in terms of gender mainstreaming, particularly in the SA Navy, and in the Department of Defence in general. R Adm (JG) Masutha enjoys reading about different types of societies and cultures, interior décor, gardening, music and singing in the church choir. She simply cannot resist chocolate cake and enjoys spending time with her husband, three children and grandchild.
Belonging to a MUTUAL is belonging to a FAMILY.

In a family, people share with one another, like with AVBOB. Over the past six years AVBOB has allocated over R2.5 billion in special bonuses and enhanced FREE funeral benefits to its policyholders. The new enhanced funeral benefits* include:

- A FREE basic funeral
- FREE transportation of the deceased within South Africa

Why? Because AVBOB is a MUTUAL, a FAMILY, and FAMILY comes first. Always.

Terms and conditions apply. AVBOB is an authorised financial services provider. FSP 20656
*Funeral benefits only apply if AVBOB Funeral Service conducts the funeral.

If you want an AVBOB representative to contact you, SMS “AVBOB 22” to 41790. SMS cost R1. Alternatively give us a call on 08611 AVBOB or 0861 FUNERAL. www.AVBOB.co.za www.AVBOB.mobi
By Col (Rev) Tumaka Molaba, SSO Reserves Chaplain Service

On 27 April 2014 South Africans celebrated 20 years of freedom. It is two decades since citizens of all races voted in the country’s first free elections, which ushered in democracy under the leadership of the late former President Nelson Mandela, and effectively buried the hated system of apartheid.

Celebrations around the country’s 20 years of freedom commemorated how far our nation had come, and observed how far we still have to go. The path to democracy was a hard and long one for all South Africans, with many personal stories of how they were affected by apartheid and how they also pursued their own freedom.

20 years down the line, it can be said that the greatest achievement of South Africans over the past two decades has been the transformation of a vast and diverse society. Our nation managed to teach one another that we need to understand that we are equal and have to live in a society where we tolerate and respect one another’s differences.

Parallel to the country’s progression, the past 20 years have seen the SANDF Chaplain Service undergo radical changes in terms of creating equality in its racial, gender and religious demographics, for example pre 1994 the Chaplain Service only had one white female Chaplain. Over the years this has grown to 25 female Chaplains of different racial groups.

Where the white Chaplains were 91% dominant pre 1994, today the Chaplaincy sees the African Chaplains being 69% dominant.

The Chaplain Service is constantly working towards racial and gender representation as driven and incorporated in its Human Resources Strategy. This is reflected by the equal selection and appointment of the best possible candidates during our recruitment processes aimed at serving all members of different racial, gender and religious backgrounds.

The statistics below are testament to the achievements of the SANDF Chaplain Service over the past 20 years:

Although challenges remain, the Chaplaincy is currently improving both transformation and gender equity among Chaplains.

As a collective we should all take pride in what we have achieved as the SANDF and push ahead as we continue to build on the progress we have made.

In the words of the President of the RSA and the SANDF Commander-in-Chief, Mr Jacob Zuma, through working together over the past 20 years we have made South Africa a better place to live in. We must
all congratulate ourselves on our accomplishments and not dismiss the hard work that we have done to drive equality and transformation in our country to ensure a better life for all.
Part-time volunteers – making a difference for a better life for all

By Col Monica Müller, SSO Projects Defence Reserves, and Col Dee Gabashane, SSO HR Support Service Defence Reserves

In terms of the Constitution of the Republic of South Africa, 1993 (Act No 200 of 1993) and the Defence Act, 2002 (Act No 42 of 2002) the SA National Defence Force (SANDF) consists of a Regular and a Reserve Force. The Reserve Force is the part-time component of the SANDF, the members of which serve voluntarily on a part-time basis.

In the previous political dispensation (pre 1994) the part-time force consisted of members of the Citizen Force and the Commando. These members were mainly white males who were called up for military service in terms of the conscription legislation. When the Reserve Force was formed, members of the previous Citizen Force and Commandos who qualified to join the Reserves were exposed to conversion training within the SA Army and were transferred to the SA Army Conventional Reserves. Many of these members are currently still serving in the Reserve Force units.

In order to address the imbalances of the past, a strategy was designed for transformation, including revitalisation and rejuvenation of the Reserve Force. Since the adoption of this strategy in 2004 the importance of the objective has escalated to the level of a ministerial priority. A comprehensive plan was developed for the transformation of the Reserves to give further impetus to the ministerial priority. The four Services are currently implementing some of the elements in the Revitalisation and Transformation Plan of the Reserves in order to bring the Reserves to the required levels of the transformation imperatives.

The object of renewing and rejuvenating the Reserve Force gathered momentum when units were increasingly staffed with volunteers from the Military Skills Development System (MSDS). This was followed by the implementation of the University Reserve Training Programme (URTP) whereby under and post-graduates volunteers are recruited from tertiary institutions to be trained as junior leaders. Members of this very popular programme will become the future senior commanders in the Reserves.

The table above reflects progress made with gender and demographic representivity in the Reserves.

Although in certain rank levels there are still imbalances this will change as volunteers exit the Defence Reserves on reaching retirement age when young and newly trained members are promoted to the next level of command.

GENDER: Women now represent 23.6% of the total strength of the Defence Reserves (the target is 30%).

<table>
<thead>
<tr>
<th>RACE</th>
<th>GENDER</th>
<th>RANK GROUPINGS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Maj Gen</td>
<td>Brig Gen</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>AFRICAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ASIAN</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>COLOURED</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>WHITE</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Not Captured</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td></td>
</tr>
</tbody>
</table>

The statistics below are a clear indication of the successes achieved in transforming the equity figures of the Defence Reserves in accordance with national imperatives. Although in certain rank levels there are still imbalances this will change as volunteers exit the Defence Reserves on reaching retirement age when young and newly trained members are promoted to the next level of command.
HOW FAR
WOULD YOU GO
TO PROTECT YOUR COUNTRY?
THE SOUTH AFRICAN NATIONAL DEFENCE FORCE

CELEBRATING
20 Years of Democracy

www.dod.mil.za