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SADC Inter-states Defence and Security Committee of HR Working Group

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2005 - Winner of the Government Communicator of the Year Award (GCIS).
2005 - Winner of the National Ubungcweti Award (GCIS).

2016 annual SA Gunners Memorial Service
First Short Learning Programme for the SA National Defence College
From Corporal to Chaplain
The entertainment element of the National Ceremonial Guard Band
Improving workplace efficiency through organisational development
The SA Navy celebrates its 16th festival

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FRONT COVER: The Minister of Defence and Military Veterans, Ms Nosiviwe Mapisa-Nqakula, delivers the 2016 Defence Budget Vote in Parliament. (Photo by L Cpl Jonathan Mogano)

For the latest news on defence matters in South Africa, visit our website at: www.dod.mil.za
This month we published an article on the Defence Budget Vote recently delivered by the Minister of Defence and Military Veterans, Ms Nosiviwe Mapisa-Nqakula, in Parliament against the framework of a consistent funding decline due to constraints in the national fiscus.

Money matters and budget constraints are common topics nowadays. It is not only the Department that suffers budget constraints, most South Africans need to tighten their belts these days.

To be money wise counts now more than ever. Think twice before buying anything, *Do I really NEED it, OR do I WANT it?* should be one’s mantra before spending one’s hard earned money.

Rather opt to save than spend, especially while the financial climate is so bleak – dust off those old piggy banks …

… Every rand saved on unhealthy fast foods and fizzy drinks, for instance, could accumulate to a welcome nest egg. Rather prepare healthy lunch boxes for work and/or school. Not only will that save lots of money per month, not to mention per annum, but as a bonus one will gain a healthier lifestyle.

Let us stop the culture of trying to keep up with the Joneses. Instead let us choose to create a culture of saving and recycling. As a return on investment our children and their children's children will inherit not only bigger budgets and healthier children, but also a cleaner planet.

There are so many small things to do to save money, and in the long-term it will be worth your while. Make that mind shift and start today investing in your and your children’s children future.

Start filling-up those piggy banks R1 at a time …

*Nelda Pienaar*

*Editor SA Soldier*
Described by many colleagues, family and friends from the SA National Defence Force (SANDF) fraternity, as a man of wisdom, great calibre and a visionary who was mostly respected for his kindness and generosity, a valiant soldier with a high degree of military discipline. On 17 October 2015 hundreds of SANDF members and the local community gathered at Pabalelo community hall in Upington in the Northern Cape to bid farewell to the late Private Toto Tom “Lunchboy” Malashe who was buried with full military honours.

Private Malashe was deployed to the Darfur Region in the Sudan, under the auspices of the United Nations – African Union Mission in the Sudan (UNAMIS), Operation CORDITE XX, when he died after displaying unflinching gallantry when members of the SANDF repelled a deadly ambush by the heavily armed rebels in the Sudan on Sunday morning of 27 September 2015.

He joined the SANDF in January 2005 and did his basic military training at 3 SA Infantry Battalion in Kimberley. Thereafter he went to do Infantry Corps courses at 1 SA Infantry Battalion, home of mechanised units. He was then transferred to 8 SA Infantry Battalion in Upington. Private Malashe was a Mechanic by profession in the SANDF when he met his untimely death.

The General Officer Commanding of the SA Army Infantry Formation, Maj Gen Lindile Yam on behalf of the Chief of the SANDF, Gen Solly Shoke, while delivering his eulogy at the funeral service, said: “It is with heart wrenching sorrow that I pay tribute to one of my infanteers who courage and assist my comrades in arms, even at the risk of my own life”.

Private Malashe did exactly that.

The Acting Officer Commanding 8 SA Infantry Battalion, Maj Mahломola Motaung, said: “We have adopted the family of Private Malashe to be part of the 8 SA Infantry Battalion family. The memories we have shared with Private Malashe will be cherished and remembered. He will forever live in our hearts. Pte Malashe was known as a disciplinarian who was committed to a disciplined SANDF guided by strict military discipline.”

Private Malashe is survived by his wife, Ms Florence Malashe, daughter Busisiwe Malashe, three sons: Kamvalethu, Thembisile and Lungelo, as well as his four sisters and three brothers.

Lalangoxolo Toto Tom “Lunchboy” Sanaki Malashe, Mngoxongo, Hala, Sophitsho, Ngqolo-Msila, vulaBambhentsele, ZondwaZintshaba (traditional praise of the Malashe family).

As enshrined within the SANDF Code of Conduct and Military Disciplinary Code: “I will carry out my mission with a challenge, a commitment, a future.”

Pte Malashe was committed to die for his country. He was a man of great calibre, a pioneer; he proved to be a different type of breed all together, he deserve far more than honours. War is not a picnic and the war will be fought mainly by infanteers. To the bereaved family of Malashe: let’s use this honour to bid him farewell. I would like to convey our heartfelt sorrow to the family of a fallen hero”.

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a challenge, a commitment, a future
**THERE IS GREATNESS INSIDE YOU**

Discover your talent. God has given you a unique talent that should be used like your signature to tell the world who you are. God has locked gifts and talents in every one on earth. We are all born with great treasures hidden on the inside. It is the individual’s responsibility to find the talent, develop it, and express it.

Talent is like a gift or a present to you wrapped up in a box, but you will never know what is inside the box until you make an effort to unwrap the box. The world is waiting for you with your unique talent that can impact all humanity. There is a reason why you are here on earth and there is no mistake with your presence on the face of the earth. It is important to make the effort to discover your talent that the world is waiting for.

Discover your niche. The more you start over, the longer it takes to achieve your success. Life is too short for multiple beginnings. Often times people do what they know they are not good at; we sometimes choose careers that we clearly know we should not. Often it is only after a long time that we come to the realisation that there is stagnation in the field, department or environment that we have chosen, but unfortunately the time has already gone.

It is therefore important to discover your niche (a place or position appropriate for a person or thing); this will help you to witness success. Go out; find your niche in the corporate world, career, work, etc.

**Go for it.** True success lies more in starting than achieving. You cannot achieve anything without a start. People conceptualise, imagine staff, meditate and have good ideas of a finished product without a beginning. A lot of people are rich and have already achieved goals in their minds; they have an idealistic picture of things, but they are not for real. It is good to dream and have ideas, but they are useless when they are only in the mind and do not materialise. To successfully achieve what you have inside, it is important to start doing something with it.

**You are a hero.** Despite what you have come across in life: your poor pass, your regrets and your falling downs, you are not a zero, but still a hero. There is no zero in the production store of God. God said in the book of Jeremiah 29:11: “For I know the plans I have for you, declares the Lord, plans for welfare and not for evil, to give you a future and a hope”.

You are the image of God after his likeness, and if you are made in his image there are zero per cent chances of your being a zero. The reason we think we are zeros is because we do not see ourselves as God does. If we could see ourselves as God sees our lives, then victory is assured.

God placed you on the face of the earth and the minute time began to tick, you were a hero. You came on the earth already a hero. You are the head, not the tail, above not beneath.

**AB Samuel Ramonyai, email**

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**PRIVATE KNOW THEIR DUTIES AND RESPONSIBILITIES**

I get confused every time a leader cannot perform his or her duties. Others always say: he or she acts like a Private or like a troop. Which Private? Which troop? Am I that troop? When nominating people for leadership positions we must nominate people who have self-discipline. We must not make the mistake of electing people who lack good qualities.

Only people with good characters, people who can take responsibility for their actions and tasks should be given that opportunity. Then we will never find ourselves saying: “He acts like a troop, he acts like a Private” which Private? Privates know their duties and responsibilities. **Pte Victoria Mathibela, Phalaborwa**

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**LETTERS TO THE EDITOR**

SA SOLDIER welcomes letters to the Editor. Short letters are more likely to be published, and all letters may be edited for reasons of style, accuracy or space limitations. Letters should preferably be typewritten. All letters must include the writer’s full name, address and home telephone number. The volume of letters we receive make individual acknowledgement impossible. **Please send your letters to: The Editor, SA SOLDIER Letters, Private Bag X158, Pretoria, 0001. Letters may also be faxed to (012) 355-6399 or sent via email to ssoldier@mil.za.** We would like to hear your comments or ideas, particularly about matters concerning the Department of Defence. Regrettably, anonymous letters cannot be published - Editor.
SA ARMY LADY EXCELLES ACADEMICALLY

Col Laetitia Olivier recently obtained her doctorate from the University of the Free State. The topic of her thesis is Changing International Realities and the Configuration of the SA National Defence Force (SANDF) in the 21st Century. This study focuses on the reasons for the existence of modern militaries in the dynamic and global context and follows an independent critical thought about some fundamental assumptions about the force structure reflected in the most recent Defence Review as well as the 1996 White Paper on Defence and the 1998 Defence Review.

Her promoter for the study was the well-known political analyst Prof Theo Neethling from the University of the Free State. Her co-promoter was Prof Francois Vreÿ from the Faculty of Military Science of the University of Stellenbosch.

Col Olivier joined the SANDF in 1989 where she served in various posts as a tactical intelligence processor. She studied at the Faculty of Military Science of the University of Stellenbosch where she graduated with a B Mil Honours Degree (cum laude) in 2006 and a M Mil Degree in Security and Africa Studies in 2008.

She is presently a project officer at the Directorate Army Strategic Direction and a member of the Future SA Army Strategy team responsible for the drafting of the Long-term and Extended Long Term Strategy of the SA Army. Col Olivier is the Chairperson of the SANDF Military Equestrian Sport Club and she plays the cello and does ribbon embroidery in her spare time. Truly a lady the SANDF can be proud of.

Maj Merle Meyer, Force Structure Officer, SA Army Intelligence Formation

SEA ADVENTURE EXERCISE

The military professional development of young officers is of vital importance in preparing them for their future careers. The exposure of young officers to adventurous excursions enhances excellent officership and contributes towards the development of the psychomotor and affective domain of the individual officer. The sea adventure exercise constitutes the Military Academy’s commitment towards military professional development of young officers.

Altogether 63 second-year undergraduate students from the Military Academy recently undertook a sea adventure exercise in the beautiful area of the Overberg under command of Maj Ralla Dirkse. The Overberg is situated in the Agulhas Municipality in the Western Cape. Sea conditions in the area are suitable for the nature of the exercise. The exercise itself dated back as far as 1996, and is presented by Mr Le Roux Franken from the School of Public Leadership of the University Stellenbosch.

The Military Academy is a satellite campus from the University Stellenbosch. It is situated in Saldanha Bay in the Western Cape approximately 165km west of Cape Town International Airport and presented the Faculty of Military Science. The exercise is strictly managed and facilitated by Section Military Development in an attempt to empower the students by providing dynamic military training, enhancing command and control and to develop military leadership skills. Furthermore, team work, interpersonal relations, initiative, personal character development, perseverance and self-discipline is aimed to be enhanced.

The sea adventure comprises of the following: Low tide-high tide expedition, river crossing, scuba diving, rocky exit at Plat Bankie, swimming with a current and model building.

The above parameters were evaluated through a performance test, which all 63 students passed. The course entails both theoretical and practical components, along with a strict set of objectives that students are to master to pass successfully.

Maj Ralla Dirkse, email

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Maj Ralla Dirkse, email
LEADERSHIP

Leadership can be defined in a million ways. Every dictionary has its own definition and every person has their own ways of defining it. You cannot judge leadership by the way it has been put on paper, but true leadership is reflected on a person’s actions. Some believe that leaders are born and some disagree. I believe that we are all leaders and that the entire world is full of leaders the difference is the roles that we play and the difference that we make. The influence that we have and the waves of change and hope that we bring to our societies, our homes, our work environments, etc. There are a whole lot of different leaders, some good and some bad. Our potential and our skills and knowledge show the effectiveness of our leadership. A great leader has courage, influence, understanding, selflessness and acceptance. A leader with courage draws followers. Having more followers does not make you a better leader, but your influence to your followers makes you a good leader. Leaders are empathetic and understanding and they have the heart and patience for their followers. Having the heart to accept and to consider others first is a sign of selflessness and good leadership. A great leader accepts loss and knows that failure is only a first step to victory and perseverance is the key. A leader does not use his or her position to flaunt. Leadership is not a one size fits all things; you must adapt yourself to fit the situation. There are many ways of leadership. Transformational Leadership. This style is most effective to use in many organisations. These leaders are highly emotional intelligent and they have integrity. They communicate well with their followers and they are motivational. Transformational leaders are inspiring people to their followers and most importantly they set clear goals with the aim of meeting them and they hold themselves accountable for their actions. Servant Leadership. Anyone can be a servant leader. These are people whom sometimes are recognised as informal leaders. They strive to meet the needs of the team. They are high morale boosters among the team. Servant leaders lead by example and with generosity. Let us understand leadership. Take your time and understand the word first then construct great qualities expected of the word, leadership. Understand that leading is NOT about you. It is about the people and the productivity expected from your decisions as a trusted person to lead the people. In order to achieve all these, there must be a relationship between a leader and the people behind. Great leaders are humble, authentic and very important; they have great conflict resolution skills.

MY SUPERSTAR

Your great greatness and intelligence are highly appreciated for your love and dedication my super superstar. When I think of the Fallen Melody I realise how strong and passionate you are about your country. When the storm strikes you never vanish, you’re always ready when duty calls. You said I must lean on you I’ll be okay because my brothers and sisters are safe in your hands. You sacrificed your beauty sleep for us to be safe. You sacrificed your social life for us to be safe. You’re disciplined and strong, that’s what I love about you. You’re my super superstar, my love for you will never fade. All the ladies and gentlemen in the SANDF, you are always in our hearts.

The Melody has risen and you never let the fear lead your way because being strong was the only option you had. You always think positively I wonder how you do it. When you lost your second family (colleagues) in the Central African Republic you never look back but kept going. Now you know all the songs of the birds in the bushes because you care for the living. Oh, you are so amazing! For the hundred years to come you’ll still be going to be there. My super superstar your great greatness is highly appreciated. Ms Sthembile Mkhoze, email

“A BULLET CATCHER”

He carries out the most vital mandates of the country … yet he has no role in authority. He is less-respected yet he sleeps in trenches with no warmth and comfort waiting and hunting the country’s enemies. He march and fight on foot yet he’s easily forgotten. I call him a bull-frog for he acquires the same reaction whether awake or resting … forever ready for war! But the comfort he protects and fights for is the comfort that he hardly ever have! Sad reality is that like peasants he owns nothing but a small piece of land, yet he deserves more hectors of land for his distinctive services he provides for the country. He has the ability to withstand a prolonged strain and pain in battle grounds. Under-class? Yes! Yes! Yes! Sad to classify him so … for he deserves a better status, for he’s always! Always! Sure-footed in protecting and fighting for his country with strong enthusiasm. He weakens the power and strength of a bullet meant for his country. A man who catches the first bullet from the enemy. A man with no time for family and the warmth of the community … A young lion of the south! It’s a privilege to be a bullet catcher. I personally lionise you Rifleman! Cpl Promise Maubane, email

RETIREE AFTER 41 YEARS IN SA NAVY

R Adm (JG) Alan Claydon-Fink.

Honouring a special Admiral - R Adm (JG) Alan Claydon-Fink: words cannot properly express our gratitude for your contributions and the wisdom you brought to our daily lives. Have fun, enjoy the years that lie ahead. Wishing you all the best Admiral after a truly distinguished career of 41 years. One of the gentlemen we as the personnel of Director Naval Acquisition were proud to serve with. Personnel of Directorate Naval Acquisition, email
THE SANDF – AN INSTITUTION THAT ENHANCES HUMAN RIGHTS

“I will treat all people fairly and respect their rights and dignity at all times, regardless of race, ethnicity, religion, gender, disability, language or sexual orientation.” – Code of Conduct for uniformed members of the SA National Defence Force (SANDF). The treatment of homosexual soldiers in the SA military was explored in 2003 documentary film, Property of the State.

As a result, South Africa became the first nation in the world to explicitly prohibit discrimination based on sexual orientation in its Constitution. In 1998 the Parliament of South Africa passed the Employment Equity Act. The law protects South Africans from labour discrimination on the basis of sexual orientation. In 2000 Parliament enacted the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA), which restates the constitutional prohibition and establishes special Equality Courts to address discrimination by private parties. Lesbian, gay, bisexual, and transgender people are allowed to serve openly in the SANDF. In 1996 the government adopted the White Paper on National Defence, which included the statement: “In accordance with the Constitution, the SANDF shall not discriminate against any of its members on the grounds of sexual orientation”.

In 1998 the Department of Defence adopted the Policy on Equal Opportunity and Affirmative Action, under which recruits may not be questioned about their sexual orientation and the SANDF officially takes no interest in the lawful sexual behaviour of its members. In 2002 the SANDF extended spousal medical and pension benefits to “partners in a permanent life-partnership”.

It was previously believed that South African soldiers were masculine defenders of a threatened volk. The legal and social status of lesbian, gay, bisexual, and transgender people has been influenced by a combination of traditional South African mores, colonialism, the lingering effects of apartheid and the human rights movement. “In some ways, the right of homosexual South Africans to serve in the military remained a “silent right”. I do not think as infantry soldiers we are as yet able to talk about such issues. There was no mass coming out in the SANDF, particularly in the SA Army Infantry Formation, after the policy change. Mr Henry Boshoff, an analyst of the Institute for Strategic Studies, a South African military think-tank, said: “People are very selective about whom they tell”.

Lt Gen (then Maj Gen) Lindile Yam, the Chief of the SA Army (then the General Officer Commanding SA Army Infantry Formation), said: “Thus far no incidents of blatant harassment or discrimination based on sexual orientation or violence against homosexuals have been reported to the SA Army Infantry Formation since the policy of Equal Opportunities was adopted. I will not tolerate anyone under my command violating the rights of homosexuals serving in the SANDF as enshrined in the Code of Conduct for uniformed members of the SANDF and the Constitution of the Republic of South Africa. However, the military uniform must not be used to showcase individual sexual orientation as it is meant for combatants and not for parading or sculpting.”

The Defence Act 42 of 2002, Section 105 states: “Any member of the SANDF or employee of the Department of Defence whose verbal or physical conduct denigrates, humiliates or shows hostility or aversion to any other person on the grounds of that person’s race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language or birth is guilty of an offence and liable on conviction to imprisonment not exceeding five years.” Pte Kabelo Tsogang, Logistics Division
MY HEARTFELT SENTIMENTS REGARDING MY JOB

I am convinced … I am a soldier. Like a soldier in the execution of my duties, I have been to war-torn countries where even angels fear to tread.

I am convinced … there is a soldier in me. I am a soldier, a soldier with purpose. In executing my duties like a soldier, I have had to deal with most humane generals and difficult and ruthless colonels. Equally, I have had to deal with some of the most stubborn privates and humble corporals.

I am convinced that I am a soldier. Like a soldier in the execution of my duties, I have exposed myself to the harshest and most extreme weather, slept in most uncomfortable beds with the worst blankets one can get, and made peace with the fact that a sleeping bag is another form of bed. I have slept in tents, weather havens and containers. Many a time I had to sleep less, chasing deadlines, like a sleepless soldier standing guard.

I am convinced … I am a soldier, an unwavering soldier indeed. Like a soldier in the execution of my duties, I have been exposed to the effects of war on women and children. I have seen the anger, frustration, and aggression of rebels in action. I have seen what being displaced means. I have seen the worst of extremes that rebels can do to prove a point … Oh yes, like a soldier executing his duties, I have seen it all.

I am convinced that I am a soldier. In the execution of my duties like a soldier I have been to war-torn countries where even angels are too timid to visit. My boots have protected my feet on most of the worst terrain, and my camera lens rendered me invincible and fearless to the worst I had to face. My voice recorder has never lied to me or anyone. (Photo by Mr Lufuno Netshirembe)

ABOVE: THE TOOLS OF MY TRADE. In the execution of my duties like a soldier, my boots have protected my feet, my laptop I always carry is my mouthpiece and my camera lens rendered me invincible and fearless to the worst I had to face. My voice recorder has never lied to me or anyone. (Photo by Mr Lufuno Netshirembe)

I am convinced … I am a soldier doing what needs to be done, I am a soldier, carrying a gun spitting bullets, I carried my pen and notebook (laptop), my “weapons” of the trade that can construct or destroy as I become one with what I write/type, only impartiality.

I am a soldier. I am convinced beyond doubt that I am a soldier, one with a soul. In the execution of my duties like a soldier, I have seen and felt the trauma of those who have lost their loved ones to war. I have seen eyes crying tears of blood due to the devastation of war. Equally, I have seen eyes crying tears of joy in welcoming peace that was attained partially through the power of words. Like a soldier doing what needs to be done, I have seen it all.

I am convinced … I am a soldier. Like a soldier, I live and play hard and, just like a disciplined soldier, I work twice as hard.

I love my job … Being a journalist is not only about training. Being a journalist starts with the unquenchable thirst and hunger to tell something to someone, like soldiering is about the calling.

The calling chases neither money nor promotion to the next rank. The desire to tell what needs to be told burns deep down inside me, like a boiling volcano waiting to erupt … Like a calling of a soldier being resolute to die for his country, putting his trust in his gun and bullets, my pen, notebook, laptop, camera and voice recorder, which are my most trusted allies.

I am convinced … I am a private or lance corporal. In executing my duties, I have travelled in Mambas, Caspriors, Samils, Ratels and flown in C130s to awkward but exciting places.

I am convinced … I am a general. In the execution of my duties, I have spent some nights in the most luxurious hotels where one can be forgiven for thinking it’s heaven, and I have flown in some of the luxurious private jets.

In the execution of my duties, I have tasted how it feels to be escorted in blue light vehicles and know the sweet-sour taste when lines of reality have been blurred that ended in asking myself if it was nice to be important or important to be nice.

Yes … I am a soldier, a soldier resolute to die telling what needs to be told … I am a JOURNALIST.

THANK GOD I AM A JOURNALIST. Mr Lufuno Netshirembe, email
The SA National Defence Force hosts the Chiefs of Defence Forces Tripartite Mechanism Meeting

Article and photo by S Sgt Lebogang Tlhaole

The Chief of the SA National Defence Forces (SANDF), Gen Solly Shoke, hosted the Chief of General Staff of the Angolan Armed Forces, Gen Geraldo Sachipengo Nunda, and the Deputy Chief of General Staff of the Democratic Republic of Congo (DRC) Armed Forces (FARDC), Lt Gen Amuli Dieudonne, as part of the Chiefs of Defence Forces Tripartite Mechanism meeting recently held at the SA Army College in Thaba Tshwane.

The meeting was held following the Assessment Mission to the DRC over the period 12 to 30 October 2015 and pursuant to the decision of the 3rd Session of the Tripartite Council of Ministers held in Pretoria on 12 September 2015, which directed that the assessment mission in the DRC be conducted.

The meeting was also held in order for the Chiefs of Defence Forces of the Tripartite Mechanism to consider the assessment report of the military experts before the 4th Session of the Tripartite Mechanism of the Council of Ministers envisaged for early in the next quarter of 2016.

The Mission assessed KITONA and MURA training centres with a view to formalising the working plan regarding training. In accordance with the observation by the Assessment Team, certain matters relating to infrastructure and logistics needed to be attended to prior to the commencement of training.

During the meeting it was noted that there was a requirement for accommodation capacity improvement and infrastructure. The meeting also reiterated the importance of commitment in respect to training. The meeting was also informed that 52 instructors and 62 monitors from the Republic of Angola reported to conduct Basic Military Training at KITONA, but it was noted that certain logistical requirements were to be put in place to ensure enhancement of training programmes.

In this regard, South Africa indicated that a total of 17 members were on the ground and an additional 113 instructors would be reporting at MURA in May 2016 to conduct specialised individual training for 3 500 recruits. Renovation is currently under way by the FARDC in which eight villas are to be provided to accommodate 64 instructors as agreed upon, while the 40 remaining villas are close to completion.

The DRC noted progress in terms of 1 Brigade and the three battalions that were trained by South Africa, of which two battalions participated in the Eastern DRC operations, while another South African trained brigade is deployed in KATANGA.

The subordinate commanders were instructed to resolve logistical and infrastructural impediments to enable uninterrupted training programmes and a work group involving legal experts were to finalise the Status of Forces Agreement. The meeting agreed that the Chiefs of Defence Forces of the Tripartite Mechanism of representatives meetings be held quarterly in order to review progress made.

The Chief of the SANDF extended his appreciation and gratitude to the Chiefs of Defence Forces Tripartite Mechanism for honouring the commitment of the Tripartite Mechanism by attending the meeting in pursuit of the set objectives.
Defence Minister appeals for more Defence funding during her Budget Vote Speech

By Sgt Itumeleng Makhubela
Photos by L Cpl Jonathan Mogano

The Minister of Defence and Military Veterans, Ms Nosiviwe Mapisa-Nqakula, recently tabled the Department of Defence Budget Vote 19 in Parliament on the backdrop of a consistent funding decline.

Minister Mapisa-Nqakula cautioned that the R5.5 billion budget reduction over the Medium-term Expenditure Framework (MTEF) would have serious implications for defence functions. She said the Department of Defence (DOD) was currently faced, among others, with insufficient members to sustain operations; an inability to rejuvenate the SANDF; and an accelerated loss of expertise.

The Minister stressed that the SA National Defence Force (SANDF) must have the capacity to defend and safeguard the sovereignty of the Republic of South Africa; keep and enforce peace beyond its borders; and have an offensive capability to deter potential aggressors.

She said: “The budget for the Financial Year 2016/17 is R47 billion which is approximately 1.05% of our Gross Domestic Product (GDP). Our MTEF allocations indicate that in the Financial Year 2017/18 our budget will decline to 1.03% of the GDP and for the Financial Year 2018/19 a further decline to 0.98% of the GDP.”

The economic meltdown has already been felt as the defence budget allocation over the last few years has forced the Department to scale down on the Military Skills Development System (MSDS) recruits from 8 955 recruits during the 2012 intake to 3 863 recruits during the 2015 intake. It is expected that the recruits will be further reduced.

Minister Mapisa-Nqakula said the reduction in the operating and capital portions of the defence allocation had adversely affected training and operations over the last seven years. She said that this had far-reaching implications for the DOD and the country, given the ever increasing demands being placed on the SANDF.

The Minister said: “We have consistently indicated to this House that the defence allocation should be incrementally increasing towards at least 2% of GDP, yet the above shows that defence is consistently 50% underfunded, with compounding effects on our ability to conduct operations.”

She reminded Parliament that the Financial Year 2015/16 would be devoted to planning the implementation of the Defence Review 2015. She said substantial progress had been made towards the completion of a costing comprehensive Milestone 1 Plan to arrest the decline of SANDF capabilities.

The strategic direction for the implementation of Defence Review 2015 forms part of the 2016/17 Annual Performance Plan which contains 12 outcomes that can be achieved within the current budget allocation.

Attempts to salvage the situation and boost extra funding have led to an assessment of the defence property asset. This value which indicates that significant value can be leveraged from these assets, therefore the Department is engaging with National Treasury on a method to leverage a percentage of these assets.

Minister Mapisa-Nqakula said this would not only benefit the Department, but also support the national fiscus. She said: “I have directed both the Department and Armscor to think creatively about a strategic investment plan to enable the SANDF to execute its constitutional mandate. The Department has thus initiated the development of a funding model for the SANDF.”

The Minister mentioned that she was delighted that since the previous budget vote debate significant work had been done in laying the foundation for the incremental implementation of the Defence Review 2015. These include, inter alia, the accreditation of senior defence education, training and development programmes with tertiary educational institutions. Training of personnel in specialised musters such as medicine, aviation and engineering is under way in partnership with countries such as Cuba and Russia. The Military Disciplinary Bill received pre-certification from the Office of the State Law Adviser and the Astra trainer-aircraft fleet that was due for disposal was recovered.
Minister Mapisa-Nqakula said: “I am pleased to report back that we have increased the companies deployed on our borders from 13 to 15. This is still short of the 22 companies stipulated in the National Security Strategy. Despite this shortfall the SANDF achieved major successes during the past financial year. Reserves are currently contributing more than 50% of forces deployed on our borders.”

The Minister added: “The SANDF continues to be part of the United Nations (UN) peace support and enforcement missions in the Democratic Republic of Congo (DRC). We are proud to report to you that a South African General Officer, Lt Gen Derick Mgwebi was recently appointed by the UN Secretary-General as the Force Commander for the UN Stabilisation Mission in the Congo (MONUSCO) - the single largest UN military mission in the world. Unfortunately we had to recall 47 soldiers due to serious disciplinary infringements. They have subsequently been discharged.”

The DOD/SANDF has been at the forefront in the creation of the African Capacity for Immediate Response to Crises (ACIRC) as an interim measure towards establishing the African Standby Force (ASF). South Africa is also tasked as the Framework Nation for ACIRC until July 2016. In November 2015 South Africa hosted EXERCISE AMANI AFRICA II on behalf of the African Union (AU) to assess the readiness of the ASF. The formal technical assessment has yet to be tabled at the AU and will inform the operationalisation of the ASF.

Minister Mapisa-Nqakula revealed that the SANDF had withdrawn from the Darfur region of Sudan. She said the Sudanese Government made it increasingly difficult to provide logistic support for SANDF soldiers, with the result that it became impossible for them to protect the women and children of that country. South Africa has been deployed in that region since 2008 as part of a UN/AU hybrid mission.

However, the Defence Minister assured Parliament that other operations were on track, e.g. as the SA Navy continues to patrol the Mozambique Channel in conjunction with the SA Air Force. She said that since the deployment of the SA Navy in the Mozambique Channel no further incidence of piracy has been reported.

OPERATION THUSANGO is in full swing and it is directed at the maintenance, repair and preservation of military equipment, especially operational vehicles. This takes place with the assistance of a technical team from the Cuban Defence Force. Minister Mapisa-Nqakula said that a total of 1 320 vehicles were operational at present and 850 vehicles had gone into preservation.

The Minister said: “The planned maintenance and repair of vehicles for the Financial Year 2015/16 would have cost the Department about R700 million. We repaired the vehicles for R276 million, which meant a saving of R424 million. It is estimated that the DOD will save approximately R1.75 billion over four years.”

She indicated that since the appointment of the Armscor Chief Executive Officer and the Board, Armscor had developed a new strategy which focuses strongly on the SANDF as its primary client. She said that Armscor’s strategy deals with the rapid acquisition of equipment in support of urgent operational requirements for the SANDF and it is assisting the DOD to develop the Funding Model to support the implementation of the Defence Review 2015. The Minister said: “In September 2015 I instructed that the Armscor Dockyard in Simon’s Town be run according to a business model as recommended by the Defence Review 2015. The Naval Dockyard will be returned to the control of the Navy.”
Defence Minister honours widows during International Women’s Day

By Maj Kuselwa Kutshwa, trainee at SA Soldier
Photos by Mr Lufuno Netshirembe

The women in the SA National Defence Force (SANDF) recently celebrated International Women’s Day at Air Force Base Swartkop in Pretoria. The theme was about acknowledging women who had lost their spouses in the line of duty during operations.

To put this day in its correct context, the Minister of Defence and Military Veterans, Ms Nosiviwe Mapisa-Nqakula, gave a brief history of International Women’s Day in her keynote address. She said: “The commemoration of International Women’s Day was adopted at Copenhagen in 1910 as a way to unite the women of the world in their demands for women’s emancipation.” She added that in South Africa International Women’s Day kick-started the celebration of the 60th anniversary of the historic Women’s March of 1956.

Minister Mapisa-Nqakula expressed her appreciation of all the women who paved the way for this generation and those continuing to fight for the emancipation of women in boardrooms, at home and in other spheres.

The Minister said that she felt that the Department of Defence (DOD) needed to do more to assist the spouses of the soldiers and suggested that the SANDF should initiate women empowerment projects that would impart various skills to the unemployed spouses while their husbands are deployed. The Minister was of the opinion that these women empowerment projects could help these women to sustain themselves and their children during the absence of their deployed husbands. She suggested that the DOD should establish a forum for widows where they could share their experiences and support and encourage one another.

The Minister of Defence and Military Veterans explained at length the rationale behind the withdrawal of the SANDF from the mission in the Sudan. She indicated that she was more concerned about soldiers who had died on this mission and therefore the priority should not be on the monetary allowances the soldiers get for deploying. Minister Mapisa-Nqakula
asked: “What good is it to work for money that you will not live to enjoy? That is my question to you. Is money more important than life?” In addition to the loss of life the Minister indicated that other challenges that the SANDF encountered included, but were not limited to, the logistics which sometimes resulted in soldiers not obtaining their mission requirements. She urged the psychologists and social workers from the SA Military Health Service (SAMHS) to create a system that would help the soldiers coming back from the Sudan.

The Minister expressed her contempt for acts of sexual harassment. She said: “I have no compassion for a man who sexually harasses women.” The Minister urged women: “You have got to stand up as a united front as women and speak out against these heinous acts. It is the only way this scourge can be curbed.”

Minister Mapisa-Nqakula encouraged the women and said: “Grief is not an event but a process which must run its natural course because time is the best healer, so do not rush or pretend to be okay when you know you are hurting inside”. She said that the pain of losing a husband was something only a widow could understand as it is a different pain to losing your child or a parent.

The Minister asked the Chief Human Resources, Lt Gen Norman Yengeni, to consider increasing the period of compassionate leave, saying that a week is not enough for a person to grieve.
Minister of Defence and Military Veterans launches the Military Veterans Gender Forum

The Minister of Defence and Military Veterans, Ms Nosiviwe Mapisa-Nqakula recently launched the Military Veterans Gender Forum (MWVGF) at Magaliesburg.

Addressing the Women Military Veterans, the Minister encouraged them to organise themselves proactively and to be entrepreneurs in cooperatives and/or small businesses so that they could avail themselves of the government’s Women Military Veterans benefits and to align themselves with the relevant government policies and legislation. Minister Mapisa-Nqakula further encouraged the Women Military Veterans not to be hesitant in contacting government and in particular her department (Defence and Military Veterans) and the Department of Small Business Development under Minister Lindiwe Zulu.

In considering what military veterans had to endure in the line of duty, Ms Mapisa-Nqakula said she was seriously contemplating the establishment of rehabilitation centres and general wellness centres in provinces to assist Military Veterans in need of such facilities.

The Minister expressed her gratitude to Armscor for the sponsorship and the SA National Defence Force (SANDF) Spouses Forum for their endeavours in assisting the Military Veterans.

Addressing the Women Military Veterans, the Minister of Small Business Development called on all Women Military Veterans to be advocates of women empowerment and economic emancipation. Minister Zulu pleaded with them not to be distracted and in fighting for individual gains, but to be agents in forging a united front as women to have a share in the economic gains of the South Africa.

The MWVGF forms part and parcel of the Women’s Military Veterans Association of South Africa (WOMVASA) and is thus governed by the Constitution of WOMVASA. The APEX priorities and objectives of MWVGF are aligned with and enshrined in the Constitution of WOMVASA, namely:

- Promote unity and cooperation among Women Military Veterans’ organisations in South Africa and facilitate the integration of the members of WOMVASA and all military veterans’ groupings which are lawfully representative of the interests of the military veterans.
- Promote and protect the common interests of all women’s military veterans’ organisations.
- Promote and protect the socio-economic interests and welfare of all women military veterans and their dependants.
- Collaborate, lobby and negotiate on all matters affecting the welfare and interests of military veterans and their dependants with relevant authorities, bodies or persons.
- Secure representation in or
memberships of other relevant organisations or bodies at international, continental, national or provincial level.

- Memorialise all women who sacrificed their lives in the service of their country.
- Promote and maintain military values and traditions.
- Promote gender representation in other associations.
- Consult and negotiate in the interests of women's military veterans and their dependants in any state departments, state agencies, provincial and local authorities and all other persons, organisations or institutions who or which are concerned with military veterans’ benefits as defined in the Act.

- Obtain from the Minister of Defence and Military Veterans the required financial and logistic support and resources to enable it to carry out its aims and objectives.
- Support the Minister of Defence and Military Veterans in meeting her objectives as required by the Act.

The Forum was established on 8 March 2014 when Minister Mapisa-Nqakula gathered and galvanised women (ex-combatants) from all the formations to unite in creating a structure that would lay the foundation in comprehensively empowering women from different military entities to engage in economic empowerment programmes, skills development, job creation and access to benefits as per prescripts of the Military Veterans Act 18 of 2011. It was unanimously decided to elect Ms Nomsa Sally Dlamini as Chairperson.

LEFT: Ms Nomsa Sally Dlamini, the incumbent Chairperson of the Military Veterans Gender Forum, giving the background on the establishment of the Forum.

ABOVE: The Minister of Small Business Development, Ms Lindiwe Zulu, addressing the Military Veterans Gender Forum.
Freedom Day commemoration
a defining achievement for our country

By Sgt Ally Rakoma
Photos by L Cpl Jonathan Mogano

Freedom Day is a significant milestone and a defining achievement for our country. On Freedom Day many South Africans reflect on how we achieved freedom and democracy in our country and we also take stock of the progress and achievements made over the past 22 years.

This year’s Freedom Day celebration coincided with the commemoration of the 20th anniversary of the Constitution of the Republic of South Africa (RSA), which is the supreme law of our country signed in 1996, so as to heal the divisions of the past and establish a society based on democratic values, social justice and fundamental human rights.

The SA National Defence Force (SANDF) celebrated this year’s Freedom Day with South Africans at the Giyani Stadium in Limpopo. The 2016 theme was: “Together Building Better Communities, Local Government is Everybody’s Business”. The theme was meant to encourage citizens to participate in governance and to play a constructive role in local government to ensure the building of united and better communities where people work together with government to meet developmental challenges.

The military ceremony set the festive tone and served as the opening ceremony before the festivities. With detailed military precision members of the Military Police ceremonial motorcyclists escorted President Jacob Zuma, the Commander-in-Chief of the SANDF, to the stadium. In addition a guard of honour by members of the National Ceremonial Guard, the military band display, including the National Salute, accompanied by a 21-gun salute added extra military flourish to the Freedom Day celebration. The SA Air Force performed a salute flight with three Agusta A109 helicopters.

Before introducing the President, the Programme Director, the Minister of Arts and Culture, Mr Nathi Mthethwa, reiterated that as South Africans we owe it to ourselves to rid our communities of incidents of intolerance and to make unity in diversity a reality as enshrined in our Constitution and to together build a prosperous and united South Africa for all.

President Zuma, accompanied by the Deputy President of the RSA, Mr Cyril Ramaphosa, addressed the nation and highlighted the progress made by South Africa in many fields during the past 22 years.

The President said that our democracy was fought for and many lives were lost for its attainment. He said: “We therefore have the collective responsibility to defend it as South Africans with the same vigour as when we fought for it. This means we must stop actions that undermine our hard won freedom, such as engaging in violence.” He urged that the nation should unite and not allow anything to divide the cause and threaten democracy.

Referring to various incidents of violent protest, vandalism and looting related to service delivery, President Zuma called on the people to refrain from such, adding that facilities, infrastructure, schools, clinics and libraries were all built to provide services and to improve
Above: Front, left: Gen Solly Shoke, the Chief of the National Defence Force (SANDF), with the Chief of Staff of the SANDF, Lt Gen Vusi Masondo (second from left), together with Service Chiefs and Divisional Chiefs, came to celebrate the 22nd anniversary of democracy on Freedom Day at the Giyani Stadium in Limpopo.

lives. He condemned the destruction of government property during service delivery protests and said that this destruction tended to reverse the gains of the same freedom and democracy the country fought for.

SA Soldier conversed with some of the bright young minds (graduates) from the rural areas of Limpopo, 24-year-old Precious Mmola from Rasenana Village in Bolobedu, Modjadji, outside Tzaneen, who said that the commemoration of Freedom Day marked the triumph of our nation and the first post-apartheid elections held in April 1994. It means that South Africa is celebrating its legacy of freedom and democracy and today is a different country to the one that existed previously led by the apartheid government. Speaking about what freedom means, she said that freedom stood for the protection of human rights, respecting humanity, moral values, being against racism and discrimination, having equal opportunities and actively pursuing the opportunities available to improve the lives of citizens.

28-year-old Ntsakisi Hlungwani from Mhlava-Wellem Village in Giyani said that as South Africa celebrated its 22nd anniversary, the Government needed to address the bigger problem of poverty and unemployment. She said that it was very important for our country to increase skills development, youth empowerment and rural community development as these are becoming more critical to creating much needed jobs and expand the economy. She added that the agricultural output in rural communities and the expansion of infrastructure investments could yield good results, while at the same time private companies, businesses and government entities should give young people and graduates a chance to gain work exposure through internships, while the youth should also consider being entrepreneurs.

Right: A multicultural group of dancers performed during the Freedom Day celebration.

Above: OPENING CEREMONY: The National Ceremonial Guard Band sets a festive tone.
The Southern African Development Community (SADC) Defence Intelligence Standing Committee (DISC) members recently met for their 34th meeting in Pretoria in order to strengthen cooperation by sharing intelligence duties that affect the SADC region.

Lt Gen Jeremiah Nyembe, Chief of Defence Intelligence, said that since the previous DISC meeting, a number of geo-strategic issues and regional developments had been recorded and these needed to be analysed.

He said that it was the duty of SADC to ensure that the intelligence domain expanded and became entrenched among SADC members. The SADC is expected to play a pivotal role in conflict resolution on the continent. He said that they intended to pursue the African agenda to come up with African solutions for African problems. Lt Gen Nyembe said: “A lasting and sustainable solution cannot be found without sound intelligence input from our SADC members. The DISC should continue to strengthen collaboration to obtain information to support efforts to counter common acts of crime and organised criminal activities.”

He said the meeting was important as it was to deliberate on matters that would enhance regional and continental security with a view to addressing concerns and emerging trends.

The Chairperson of the DISC and the Mozambican Defence Force Chief of Defence Intelligence, Brig Gen Carlos Paradona, said he was honoured to chair a meeting that united them on common issues in the SADC region.

LEFT: The Chief of Staff of the SA National Defence Force, Lt Gen Vusi Masondo, said the Defence Intelligence Standing Committee fulfils a vital role in the sphere of defence intelligence.
Brig Gen Paradona said the 34th SADC DISC meeting was an occasion for member states to collect and discuss information to harmonise solutions concerning challenges in defence and security. He said emphasis should be placed on the impact of the drought in the region, cyberspace and security.

The Chief of Staff of the SA National Defence Force (SANDF), Lt Gen Vusi Masondo, said he believed DISC should inform and advise its Chiefs of Defence Forces regarding potential threats to the sovereignty of the states of the SADC and the region.

Lt Gen Masondo said that by sharing intelligence and standardising joint intelligence training, DISC meets its cardinal responsibility of enhancing early warning and response to military threats by land, air, sea and cyberspace.

He said regional cooperation was important to ensure a united front in dealing with common threats such as cross-border crime, illegal migration, poaching, and proliferation of small arms.

Lt Gen Masondo said: “The SADC, although at the southern part of Africa, is not isolated from the rest of the world and the actions and activities of countries and military insurgents in the rest of the world which directly impact on the region. The migration problems that Europe is experiencing as a result of war and conflict in Africa and the Middle East are similar to the migration that we are experiencing.”

He added: “The plight of African migrants has also not received the same attention and media coverage and action from world leaders. It must be added that not all migrants into and through the region originate in conflict areas and that there are high numbers of economic migrants as well.”

Regional cooperation and sharing of information is required to develop an effective plan to manage the influx of immigrants. Cross-border crime such as smuggling and poaching of scarce fauna such as rhino, elephants and even the big cats is threatening the biodiversity of the region that makes SADC unique.

Lt Gen Masondo said the SADC region was the most stable politically, militarily and socio-economically. He said the impact DISC has made is exceptional and continues to improve regional security and stability. He said: “It is definitely not by chance that peace prevails in the region, but it has been hard fought for, and we must fight even harder to ensure that this is the legacy that we pass on to our future generations.”

He added: “The intelligence picture, together with the guidance and advice garnered in these gatherings serves its purpose by reaching the highest level of decision-making. We must strive for excellence while taking pride in the duty of defending, protecting and securing our country and the region.”

The Chiefs of Defence Intelligence in the SADC region and the Intelligence Staff of the Sub-committee attended the meeting. The committee last met in Swakopmund, Namibia, in November 2015.
Defence Headquarters warmly welcomed the newly appointed Chief of Staff of the SANDF

By AB Samuel Ramonyai, trainee at SA Soldier
Photos by S Sgt Lebogang Tlhaole

The Department of Defence Headquarters Unit warmly welcomed the newly appointed Chief of Staff of the SA National Defence (SANDF), Lt Gen Vusi Masondo, at the welcoming parade recently held at the Armscor Sports Ground in Pretoria where the Chief of the SANDF, Gen Solly Shoke, formally handed over the reins of command of the Chief of Staff office.

For our military to adapt to the changing environment in which it operates and to improve efficiency and effectiveness the post of Chief of Corporate Staff has been upgraded to that of Chief of Staff. The office of the Chief of Staff will form an integral part of the SANDF.

The main thrust of the office will be to ensure optimal administration of the SANDF and present the principals in government with a well-oiled, disciplined, fit-for-purpose defence force ready to effortlessly execute any mission that comes its way. The office is the point of call whenever the Chief of the SANDF requires all the support he needs to command the SANDF and it ensures that the SANDF continues to carry out its Constitutional mandate and obligations.

Addressing the guests and spectators, Lt Gen Masondo thanked his colleagues and staff with whom he had the privilege to work since his first appointment in the SANDF. Lt Gen Masondo said: “Your support, commitment and dedication in serving our people gave me strength to face with confidence the challenges each day threw at us.” He also expressed his appreciation to the Minister of Defence and Military Veterans, the Chief of the SANDF and people of South Africa for showing confidence in him. His pledge to the Government and the people of South Africa is that he will...
continue to serve them to the best of his ability, with diligence and honour.

While he is humbled by the trust shown in him by the Minister and the Chief of the SANDF, he is fully aware of the additional responsibilities that the post entails and the challenges that lie ahead, including the expectations and high hopes that his superiors have for him and the task that has been squarely put on his shoulders. However, he is optimistic that with the support of his principals, stakeholders and the people of South Africa he will be able to carry out his mandate as expected, and that the experience and leadership acumen he has gained over the years will carry him through.

Lt Gen Masondo said the greatest challenge faced by his office will be the need to resuscitate the military aggressively by driving the implementation of the Defence Review and achieving all the milestones set for the SANDF in an environment plagued by diminishing budgetary allocations.

Lt Gen Masondo said: “You all know that we are operating in an environment of fiscal strain, but that should neither discourage us nor cause us to deviate from the need to place our military on a par with contemporaries across the world.” He added that he would need all hands on deck to help steer members to collective success to the benefit of the SANDF. The Chief of Staff said: “When we work together to elevate the standards in our military as a united force, no input or contribution is too small. We need each other’s talents to elevate our military and ensure that it meets its domestic and continental obligations.”

The Chief of staff’s records clearly demonstrate his ability and willingness to serve the people of our country. We therefore applaud his appointment. Gen Shoke said: “With the support of all of us gathered here today, the Government and the people of our country, we firmly believe that the post of Chief of Staff will be better served by his experience, dedication and hard work.”

**LEFT:** The Officer Commanding of Department of Defence Headquarters Unit, Col Neville January (left), presents a welcoming gift to Lt Gen Vusi Masondo, Chief of Staff of the SA National Defence Force.

**ABOVE:** Platoons march past in columns of three and salute the newly appointed Chief of Staff of the SA National Defence, Lt Gen Vusi Masondo.
Regional solidarity continues to inspire South Africa’s approach to continental affairs and the integration vision of the Southern African Development Community (SADC).

The Department of Defence Human Resources Division, Chief Directorate Transformation Management, headed by Maj Gen Olga Nodola, recently hosted the 2016 SADC Inter-state Defence and Security Committee of Human Resources (HR) Working Group meeting in Pretoria. Seven member states attended namely Angola, Botswana, Malawi, Mozambique, Namibia, Zambia and South Africa.

The host, Maj Gen Nodola, during her welcoming remarks said that the presence of the delegates spoke of the friendship of SADC member states and their promoting a peaceful resolution to the challenges facing the African continent.

Lt Gen Norman Yengeni, Chief of Human Resources, who was the guest of honour, welcomed all the delegates on behalf of the Government of the Republic of South Africa. He indicated that through military commitment, hard work and military cooperation, South Africa was currently developing mechanisms and policies to ensure that SA National Defence Force (SANDF) members were duly compensated when injured during operations or in the event of loss of life.

He said that this was done through benchmarking with the standard of the United Nations (UN) and the African Union (AU). He added that according to UN policies, all troop contributing countries should develop mechanisms to ensure that their soldiers were compensated in case of death or injury while on regional exercises or operations.

This meeting further enhanced the ever growing ties and long-standing cordial relations between South Africa and the SADC states.

During this three-day session matters of common concern, including cooperation, challenges and other pertinent human resources matters of common interest, such as harmonisation of procedures and maintenance of HR, were made available to the SADC Forces. Issues affecting women in the military and the development of a compensation policy to be used by SADC in case of injury or death during regional military operations and exercises were exchanged and deliberated on.

Annually, the SADC hosts an Inter-state Defence and Security Committee (ISDSC) Human Resources (HR) Working Group which is committed to improving the role of HR in the
provision of services that support the mandate of the SADC Security Forces. It also plays a pivotal role in establishing the cooperation and coordination necessary to achieve significant outcomes for the SADC Security Forces.

The committee is responsible for identifying common HR related issues, key performance areas and further interventions required to assist the improvement thereof. Furthermore, the institutionalisation of the committee has allowed member States to analyse current HR practices and procedures within the SADC Security Forces.

During the meeting the following items were deliberated upon:

- Management of stress related disorders/suicide
- Management of the needs of people with disabilities
- Improvement regarding dissemination of information to respective HR Offices concerning agreements made during the Joint Permanent Commissions and Meetings of Defence Chiefs
- Member States’ utilisation of the regional peacekeeping training centre in Zimbabwe
- United Nations zero tolerance of sexual exploitation and abuse in peacekeeping missions
- Member States’ assistance to spouses of fallen members
- Progress report on female soldiers and gender mainstreaming within the member States Defence Forces.

The meeting was concluded with the handing and taking over of the chairpersonship by the outgoing Chairperson, Brig Gen Temente Norte from Mozambique to the incoming Chairperson, Maj Gen Olga Nodola, Chief Director Transformation Management (South Africa).

In her acceptance speech the new Chairperson, Maj Gen Nodola, said that she would continue to ensure that the programmes associated with the SADC priorities were effectively implemented in a manner that addressed the key challenges of finalising the compensation policy for members during peace support operations and military exercises.

Maj Gen Nodola thanked all the delegates for attending the HR Working Group meeting and their valuable contributions. She emphasised that the focus should be on investing collective efforts and the commitment to overcome challenges faced by the SADC region, keeping the welfare of soldiers in mind, and that South Africa was ready to contribute in this regard. She also highlighted the ongoing political unity, military cooperation and economic integration of the SADC and said that the effective implementation of high priority programmes and addressing challenges of compensation for soldiers injured during military exercises and operations within the region should be addressed.
The Militarisation of South Africa’s Rhino Wars

By Maj Kuselwa Kutshwa, trainee at SA Soldier

Prof Michael Rainsborough, Professor of Strategic Theory and Deputy Head of the Department at King’s College London, presented a lecture, namely The Militarisation of South Africa’s Rhino Wars. The lecture was recently presented at the auditorium of the SA National Defence College.

In his introduction, Prof Rainsborough showed visual images of mutilated elephants and a rhino with its horn hacked off and left to bleed to death. One could tell from the facial expressions of the audience that this was indeed a sensitive subject. The professor said that one sees these kinds of images all the time in the newspapers, on television, on the Internet and other media platforms. He said that the display of graphic images of cruelty and degradation of wildlife feeds the increasing militarisation of wildlife protection.

According to the “Rhino Wars” study in South Africa more than 1 000 rhinos were killed in 2015. The year 2013 was the worst year on record, with many animals lost to organised poaching gangs.

Prof Rainsborough said that this was due to the poaching gangs exploiting the burgeoning value of rhino horn that now fetches thousands of pounds or dollars per kilo. This is caused by the growing demand from East Asia, Vietnam and China as rhino horn is assumed to be valuable for its medicinal properties, though this has been proved to be untrue.

He stated that rhino poaching was a crime as the poachers illegally trespass on land, either privately held or in a national park.

Col Phakamile Segetya, Senior Staff Officer Internal Operations at Joint Operations Division, said that one of the challenges he encountered when he was deployed as the Commander at the Kruger National Park was poachers infiltrating the Park during the day. In this regards he suggested that the SANDF needed to be proactive, not reactive with an effective prevention plan coordinated at strategic level.

Prof Rainsborough stated that poaching was an ethical and economic problem because the reduction of wildlife numbers reduces the bio-resources of the country and discourages tourism. When there are fewer animals to see, the environment becomes less edifying; in turn, this affects the economy of the country.

According to Prof Rainsborough, rhino poaching is a border problem because the parks, notably the Kruger National Park, straddle the border with Mozambique, and poaching gangs often strike from across the border. He said this was also a migration problem.

One can see that this is a potentially fraught mix of issues and problems that do not lend themselves to easy, single-issue answers.

The question was posed: what more can the SANDF do to improve the security of these endangered species? Col Nokuzola Nkosi, Senior Staff Officer Strategic Planning at Defence Works Formation, suggested that the country needed to find out how the rhino horns are processed and how they reach the market so that measures can be implemented to control that.

Prof Rainsborough emphasised the importance of the media in the fight against rhino poaching. Some members present felt that the media in the SANDF can do much more than at present in combatting this problem. The Professor asked how we would know that we were winning the war against rhino poaching. “The question I am leaving you with is: What more can the SANDF do to prevent rhino poaching?” As we know, in the Republic of South Africa, rhino poaching is illegal; so, let us stand together and fight for animal rights as we have fought for our civil rights, gender equality and rights for our children.

Medicinal myths and a lack of care for our natural environment will be the forces behind the extinction of this magnificent animal.
The 64th annual Gunners’ Memorial Service

By Col Shuping Motswadira, Defence Reserves Division (with inputs by Gnr Dominic Hoole, National Chairperson Gunners’ Association of SA)
Photos by Pte Paul Mpagala

The 64th annual SA Gunners’ Memorial Service was recently held at the Gunners’ Memorial in Potchefstroom to pay tribute to our fallen gunner comrades. Participants included Regular and Reserve Force members from 4 Artillery Regiment, the SA Artillery and the SA Air Defence Artillery Formations, the Transvaal Horse Artillery, as well as members of the Gunners’ Association.

Gathered at the wall of remembrance, Lt Gen (Ret) Philip du Preez, National President of the Gunners’ Association of South Africa, said that the Memorial Service is held annually to remember those gunners, as well as all military men and women who died or were wounded when our country called them to serve in wars or in peacekeeping missions in which South Africa has been, and still is involved.

Lt Gen (Ret) Du Preez added: “We reflect upon their service to our country, and for each of us, to solemnly honour and pay respect to their bravery and courage. And we think about the mental and physical suffering caused by their service and the pain, loss and suffering it caused their families and loved ones.”

The wreath-laying ceremony was led by the Executive Mayor of Tlokwe, Councillor Kgotso Khumalo, and a total of 56 wreaths and crosses were laid by all artillery units, defence attachés and veteran organisations. The last wreath to be laid was by a serving Gunner for the Gunners.

ABOVE: Venue set-up at the Gunners’ Memorial Potchefstroom and the 13 Pounder, gun number 289, which served at Sandfontein.

ABOVE: Veterans on their way to lay wreaths in remembrance of their former colleagues and predecessors.

ABOVE: Front, fltr: Lt Gen (Ret) Philip du Preez, National President of the Gunners’ Association, Councillor Kgotso Khumalo, Executive Mayor of Tlokwe, and the chief functionary, Maj Gen Roy Andersen, Chief Defence Reserves.

ABOVE: Front, fltr: SA Army Artillery Unit Commanders (Regular Force members) also laid wreaths.
The SA National Defence College (SANDC), a centre for strategic leadership in security studies, recently hosted its first Short Learning Programme (SLP) titled Scenario Based Planning. This is the first SLP for the Department of Defence (DOD) to be accredited by the North West University.

The SANDC, as the senior academic institution of the SA National Defence Force (SANDF), introduced strategic level SLPs to add more value to the DOD with education to the broader DOD and other government departments. The reason for the development of SLP is that the latter is now one year long instead of six months.

It implies that members of the DOD, other government departments and international fellows are spending a year at the College. It is not always possible for senior management to be away from the office for one year, however, there is still a strategic level skills training requirement and hence the development of SLPs to address this need.

The SLPs are also designed to address the brain drain taking place due to so many senior officers retiring soon. It is an opportunity to empower the next generation of senior leaders to step into their shoes.

The SLP aims to apply Scenario Based Planning as a key to understanding the future. The prerequisite is to have a comprehensive appreciation of South Africa’s current national security situation. It also analyses the international and national security related information to synthesise and evaluate strategic trends in regard to uncertainties covering the present up to 2040, which affect national security in South Africa.

The learning objectives (and consequent benefits) of the SLP are to improve the quality of long-term strategic planning, strategies and policies. The SLP is both theoretical and practical in nature. There is a requirement to do research after hours. Upon the completion of the SLP, members will have developed scenario based planning skills.

The SLP is suitable for assistant directors, deputy directors and directors of government departments who function at the strategic level of their organisations, especially those members who are appointed as strategic planners. Upon full attendance of the SLP and successful completion of the assessment, members receive Short Learning Programme Certificates from the North West University.

Mr Theo Venter from North West University facilitated the SLP over the five days. Senior Directing Staff, Col Bobby Keller, co-ordinated the course.

In accordance with the Defence Review requirements, the SANDC is also presenting other SLPs at the strategic level for DOD members and other government departments on topics related to national security.

The SLPs will offer one week-long training opportunities with the following topics during 2016: National Security Strategy and Policy, Strategic Leadership, Strategic Resource Management, Strategic Programme Management, Media and Conflict Resolution.

Nominations to attend the SANDC SLPs can be made through the channels of command to Chief Human Resources Director Career Management.

*For more information kindly contact Col Bobby Keller at the SANDC on 012 674 6509.
From Corporal to Chaplain

Article and photo by Ms Zine Rozani, Communications Clerk Chaplain Generals Division

I went to the office of the Chaplain General Division as a Corporal and exited as a Chaplain” - Chaplain Joseph Moholoeng.

Chaplain Joseph Moholoeng started his career as a driver at Army Support Base Dequar Road Unit and then in 2007 was appointed as a VIP Protector of the then Chaplain General, Brig Gen Marius Cornelissen. This was the start of a quest to realise his dream of becoming a chaplain.

He registered with the Baptist Convention College to study theology in 2005 and graduated in October 2010 with a bachelor’s degree in theology. In 2011 he proceeded with postgraduate studies at Unisa and obtained honours in practical theology in 2013, under the watch of Professor R. Tshaka.

Chaplain Moholoeng now serves as a minister at the United Congregational Church of Southern Africa (UCCSA) which was responsible for his training and ordination. Prior to his ordination he served his internship at Tembisa UCCSA, Kopanong Section, under the leadership and guidance of the church’s General Secretary, (Rev) Alistair Arends, and South African Synod Secretary, (Rev) Thulani Ndlazi.

He confessed the journey was not easy. His work, studies and family obligations weighed him down many times, but through the help and grace of God he realised his dream. Studying was very expensive, but he managed to obtain financial assistance from the SA National Defence Force (SANDF) in the form of a R1 000 monthly bursary from 2006 which enabled him to complete his studies.

On 28 November 2013 he applied for the post of chaplain and underwent a rigorous interview and health assessment. This was followed by a long wait before he was notified of his appointment as the Chaplain of Army Support Base Bloemfontein with effect from 1 April 2016.

Chaplain Moholoeng said: “I have met many different people on my journey, some of whom encouraged me, others discouraged me. I have learnt that in life it is not everybody who will appreciate you. In all of this I have been encouraged and motivated by the commission statement: ‘Surely I am with you always, to the very end of the age’ (Matthew 28:20b). Indeed God was with me - praise be to God.

“I want to take the opportunity to thank the office of the former Chaplain General, Brig Gen Cornelissen, the current Chaplain General, Brig Gen Andrew Jamangile, the administration clerk at the Chaplain General Division, Sgt Isaac Tlhabane, and the former secretary of the Chaplain General, Ms Zine Rozani, for their undying support, love and prayers: I will never forget you. I also want to thank my former colleagues: Lt Col Arthur Nhlabathi and the late Chaplain (Dr) Richmond Ngwanya for their encouragement.

“My special love goes to my beautiful wife, Moipone, and my family. Thank you for building and shaping me to be a better person.”

ABOVE: From Corporal to Chaplain – Chaplain Joseph Moholoeng. (Photo by F Sgt Heinrich Louw)
The entertainment element of the National Ceremonial Guard Band

By Sgt Itumeleng Makhubela

A military band comprises a number of musicians who perform at military functions of the armed forces. A typical military band consists mostly of wind and percussion instruments. The conductor of a band commonly bears the title of Bandmaster or Director of Music.

Military bands play ceremonial and marching music, including national anthems and patriotic songs. A concert band’s repertoire includes original wind compositions, arrangements of orchestral compositions, light music, popular tunes and concert marches in standard repertoire.

Modern-day military musicians often perform a variety of other genres of music in different ensembles, from chamber music to rock and roll.

The entertainment element of the National Ceremonial Guard (NCG) Band was established in 2000 after the disbanding of the old SA Army Band Unit and senior staff band. While maintaining its primary function, the band also does concerts and often outreach programmes at schools and in other venues.

The SA National Defence Force’s (SANDF) NCG Band is responsible for performing at various high-profile parades at which dignitaries range from ministers to the president. The NCG Band is also responsible for providing military music in support of other SANDF units.

S Sgt Mariam Doshane is a Chief Musician at the Entertainment Band that forms part of the National Ceremonial Guard Band. She said the Band is invited to perform for guests at formal functions and other high-profile events hosted by the SANDF.

She explained that the Band has members who play different musical instruments, and includes dancers, actors and singers. The Band also has members who sing to classical music.

S Sgt Doshane said: “I started as a learner after going through auditions which are held every two to three years. Thereafter, you become a musician, then a principal musician and thereafter a chief musician. After this, you could become a group leader and ultimately a band master.”

The Band recruits people or students who are qualified. These will initially undergo Basic Military Training and thereafter join the Band. S Sgt Doshane said they normally get people who are musicians outside the SANDF to join the Band.

She said the experience of performing with the Band has been interesting, saying: “Before I joined the Entertainment Band, I was working with a group called the Amandla Group. I also worked with...”
esteemed jazz musicians such as Jonas Gwangwa.”

S Sgt Doshane explained that she was mostly working as an actress with the Amandla Group. She said: “When I joined the Entertainment Band, I also decided to try singing and it worked well for me. It has been very interesting to learn new methods of doing things and exploring other talents.”

She added: “When I was recruited by Jonas Gwangwa as an actor of the Amandla Group, we toured many countries doing performances which were mainly an attempt at creating awareness of what was happening in the country during the apartheid era.”

S Sgt Doshane mentioned that the Entertainment Band was looking for people with multiple talents who can sing, act and play different musical instruments. Such people are often requested to perform plays and musicals, and thus need to be versatile.

The most memorable moments for the Entertainment Band were when they performed at the opening of the DOD VIP Lounge at OR Tambo International Airport and at the Presidential Residence.

S Sgt Doshane said a performance such as the Masibambisane HIV and AIDS Awareness Programme is one that stands out as a proud moment for the Entertainment Band. She said their uniqueness as a band in the Armed Forces stemmed from the fact that they had integrated African traditional and cultural dances. She said: “Being from a different cultural background gives us an opportunity to integrate these styles of dancing and singing into our performances.”

She further explained that most of the members in the SANDF do not know about the Entertainment Band as they never get the opportunity to perform for the troops at the units and bases. She said many are surprised to learn about the Band at formal functions and other occasions.

S Sgt Doshane said: “We once went to Burundi during a deployment to perform and that was it. It would be a wonderful experience to perform for the troops again. It would be a good thing to expose the Entertainment Band within the SANDF.”

S Sgt Mandla Ngubane, a Chief Musician and Base Player, said he had been with the Band for a solid 19 years. It had been an interesting career as he had the opportunity to work with good musicians who had taught him a lot about the trade.

He added: “We are looking at expanding the Band because we are a small group and sometimes there are many ‘gigs’ we may have to do. We are also looking to recruit young people as most members in the Band are getting older.”
Improving workplace efficiency through organisational development

By Maj Wiehahn Taute, SO1 Organisational Development, Military Psychological Institute

Photo by Pte Paul Mpangala

In 1979 two significant transformational events occurred. The first was the SA Medical Corps which was transformed into the SA Medical Service - an autonomous fourth Service of the SA National Defence Force (SANDF). The second was that the Military Medical Institute (MMI) split into two separate institutes, namely the Institute for Aviation Medicine (IAM) and the Military Psychological Institute (MPI).

The mandate of the MPI was to act as an internal consultant with a view to providing the SANDF with the highest standard possible in the behavioural sciences. In particular, it was to provide expert advice and assistance regarding, but not limited to, improving the functioning of units and departments through, among others, a dedicated Organisational Development (OD) department.

Fast forward 35 years and the MPI is still providing the same dedicated service to the SANDF. Since its initiation the MPI and its OD department have undergone continuous evolution in union with ever changing technologies and client profiles.

Ellerby and Taylor (2005), state: “OD is a system-wide application of behavioural science knowledge to the planned development and reinforcement of organisational strategies, structures, and processes for improving an organisation’s effectiveness.” As such, the MPI’s OD department has as its main aim to assist all SANDF clients to improve workplace efficiency by focusing on accurate and objective diagnosis, management, and prevention of ineffective workplace behaviours.

The MPI OD department often receives requests from clients with organisational issues ranging from ineffective management, leadership, and decision making styles, to counterproductive interpersonal dynamics. However, before any OD project can be initiated a service contract needs to be agreed upon by both the OD project leader and the primary client.

Furthermore, for an OD project to be successful, it is crucial that the needs of the client (within its context) be identified, the tasks of the various role players be stipulated, as well as the desired end-result be defined and agreed upon. Clarification and agreement on these issues during the entry phase is the purpose of such an OD contract.

What is Organisational Development?

An OD project is structured according to an action research model with elements of appreciative inquiry to diagnose a client’s current organisational climate, whether positive or negative.

Babbie and Mouton (2006) state that action research is a cyclical inquiry process that involves “diagnosing a problem situation, planning action steps and implementing and evaluating outcomes”. Armstrong (2007) adds that action research is an approach which takes the form of “systematically collecting data from people about process issues and feeding it back in order to identify problems and their likely causes so that action can be taken cooperatively by the people involved to deal with the problem”.

During the diagnostic phase various quantitative as well as qualitative data gathering methods are used. After analysing the gathered data thematically, a distinction is then made between presenting organisational symptoms (e.g. low morale, lack of discipline, and poor teamwork) and what the actual underlying causes of these symptoms of “organisational ineffectiveness” are (e.g. ineffective decision making, fruitless leadership styles, or role ambiguity, to name but a few). An OD project therefore aims to “diagnose, clean and treat an organisational wound” and not merely to “put a plaster on a festering sore”.

Once the underlying causes
of organisational ineffectiveness have been accurately identified and communicated to the client, an intervention plan can be developed in collaboration with the client and other relevant key role-players. The aim of the intervention plan is to rectify ineffective organisational functioning and to ensure employee satisfaction and subsequent workplace efficiency.

Although it might not be possible to achieve all envisaged objectives due to the dynamics of an ever changing environment, those that are implemented should be nurtured and developed to their full potential. However, the success in implementing the objectives remains vested in the commitment of all relevant role-players desiring an OD project to be a success.

The evaluation of the effectiveness of an OD intervention plan is based on specific outcomes and quantifiable data. A client can be provided with feedback on whether or not workplace dynamics have improved and, if not, why not.

According to Taute & Taute (2013) the literature indicates that organisational development is not easy. People in the situation often think they know what the difficulty is, but not what will help. They will often seek “answers” that alleviate symptoms because they are not sure of the deeper issues.

The success of any OD project is determined by the consultants’ skills, knowledge and experience, the correct assessment of organisational “problems”, availability of resources, manpower, time and energy, honesty, professionalism, ethics, legal issues, logistical issues, money, commitment, and the support and buy-in of all parties involved.

By no means can it be argued that organisational development is the be all and end all of organisational efficiency nor can it be said that an organisation cannot function without OD or that an OD project can and will always rectify any organisational dilemma. However, with buy-in from all stakeholders, a commitment to reach a desired end state, and a continuous application and monitoring of positive change, an SANDF OD client can become a well-oiled and effectively running machine.

Fast forward another 35 years and who can say what the SANDF’s organisational demands might be? One thing remains certain- any future organisation that aims to render a professional service to the broader Department of Defence cannot do so if it does not have an efficient and productive workforce. Will OD still have a place in the SANDF of the future? You can bet your effectiveness on that!

*References:
The SA Navy celebrates its 16th festival

By Mr Lufuno Netsirembe
Photos by Pte Paul Mpingala

The SA Navy celebrated its 16th festival this year when it opened its gates to the public for its annual celebration at Naval Base Simon’s Town. The SA Navy Festival is indeed an important event to the young and old residents of Simon’s Town and its neighbourhood. Every year, without failure, this event attracts thousands of people across the demographic line from the entire Western Cape Province and beyond. The convergence of a magnitude of people at Naval Base Simon’s Town is proof enough that the SA Navy is surely the people’s Navy. Approximately ten thousand people walked through the gates to witness and join in the celebrations daily.

The SA Navy Festival presented an opportunity during which the public had an intimate view and feel of what it is like being a soldier (a sailor) and specifically to be part of the SA Navy.

On various platforms before and during the three-day SA Navy Festival the Chief of the SA Navy, V Adm Mosiwa Hlongwane, addressed various stakeholders and consolidated milestones the SA Navy had reached.

Prior to the official opening of the festival, the SA Navy held an acceptance ceremony of Project CANTER. This ceremony signalled the official acceptance of new tug boats, the IMVUBU and the INYATHI by the Chief of the SA Navy.

Project CANTER was initiated to address the shortfall in naval port operation due to the age and economic viability of its fleet of harbour tugs at that stage.

V Adm Hlongwane said: “We are very proud of the two brand-new Damen ATD 2909 tugs. The requirement for these two vessels became apparent towards the end of the last decade. The two previous tugs, the DE NEYS and the DE MIST, were built in 1969 and 1978 respectively. They were becoming very expensive to maintain.” After the acceptance ceremony of Project CANTER, the Chief of the SA Navy held his annual briefing with the Military Advisor and Attaché Corps (MAAC) at the Job Masego Hall, where he thanked the members of the MAAC for their continued and concerted support to the diplomatic ideals and advancement of healthy and mutual foreign relations.

During his official 2016 SA Navy Festival opening address, V Adm Hlongwane highlighted the successful hosting of the 2016 Armed Forces Day of which the SA Navy was the leading organiser as a precursor to the 2016 SA Navy Festival.

“V Adm Hlongwane said: “This year commenced on a high note for our men and women. As the leading service, the SA Navy has successfully coordinated the 2016 Armed Forces Day held in Port Elizabeth in February.”

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The Chief of the SA Navy said: “Despite well-known budgetary restrictions under which we operate, the SA Navy successfully conducted exercises with partner navies such as Germany and France. These are critical in terms of sharpening our forces and achieving high levels of readiness. The SAS SPIOENKOP has just returned from a successful ten-week deployment in India where she participated in India’s Presidential Fleet Review and the fifth edition of Exercise IBSAMAR. While in transit, she conducted various diplomatic port visits to countries such as Mauritius, Sri Lanka, Tanzania and Madagascar in order to cement the already established relations with the countries.

“The ships you will be visiting are instrumental in ensuring safety in our seas, in the Southern African Development Community (SADC) region and the world arena. I have no doubt that you will have a wonderful experience with us, your Navy, the people’s Navy. We urge you to take full advantage of this opportunity to interact with our men and women. It is indeed a great honour to host you once again.”

Because the SA Navy does not exist independently but solely within the ambit of the SA National Defence Force (SANDF), this annual event provides a relaxed and peaceful environment in which various entities and stakeholders appreciate the fire power and combat-readiness of the SANDF, in particular the SA Navy. The SA Navy Festival had a variety of activities, exhibitions and static displays. Events and attractions

ABOVE: The gun-run competition held at the arena is a show of agility of SA Navy members.
included tug-boat rides, gun-run displays and performances by the renowned SA Navy Band, fire-fighting (night shooting) as well as precision drill demonstrations by the SA Navy, local schools, and sea cadets. It is an opportunity for the SA Navy to publicly “brag” (arguably) on its own turf and indeed attract and recruit young soldiers (sailors) to bolster the SA Navy and overall the SANDF. The South African ships (SAS) on display during the three-day 2016 SA Navy festival were the SAS UMZIMKULU, the SAS DRAKENSBERG, the SAS AMATOLA, the SAS SPIOENKOP, the SAS PROTEA, the SAS QUEEN MODJADJI I, the SAS UMHLOTI and the SAS UMKOMAAS.

Young and old from diverse local communities had opportunities for tug-boats rides on board the newly acquired INYATHI boat. Tug-boat rides proved to be a very popular event at the 2016 SA Navy Festival.

ABOVE: Learners from Harvester Primary School participated in the opening ceremony as an indication of the value they put in the SA Navy Festival and pleasure they derive from it.

TOP: Young and old from diverse local communities had opportunities for tug-boat rides on board the newly acquired INYATHI boat. Tug-boat rides proved to be a very popular event at the 2016 SA Navy Festival.

ABOVE: The lowering of the South African Flag at the retreat ceremony held at the main arena signalled the closing of the 2016 SA Navy Festival.

to be in a moving naval ship. This is my first time on board a ship, thanks to the SA Navy Festival. It is an opportunity that is exciting and an eye-opener to me. I wish I knew earlier of these opportunities to join the SA Navy. I would have joined while I was young and of acceptable age, as I am not employed now and only survive on doing handy jobs,” said a clearly excited 36-year-old “landlubber” man with a tattooed arm from crime-riddled Hanover Park who non-chalantly introduced himself as Faizan Shahjahe-Jani.

The SA Navy Festival boosts local economy by inviting small business entrepreneurs to the naval base premises to sell their products in stalls of various sizes for the duration of the festival, while big and well-established enterprises are offered space for displays and advertising in the display arena.

The Memorial Service of the festival signalled an epilogue of the celebration. Two-minutes of silence was observed during the memorial service, and esteemed guests of the Chief of the SA Navy and other dignitaries laid wreaths in remembrance of the soldiers who perished when the SS MENDI sank in 1917. Members of the SA Navy who passed away during the last twelve months were also honoured.

At 17:00 on the third day and last day of the festival the retreat ceremony was held at the main arena, marking the end of the 16th 2016 SA Navy Festival.
Being away from loved ones for extended periods of time is never easy if you are in the SA Army, but the 45 learners who reported at the SA Army Combat Training Centre (CTC), Lohatlha, for the Junior Command and Staff Duties (JCSD) practical course in the beginning of the year stood strong.

This JCSD practical course was the last presented in its current format, as 2016 signalled its transformation and amalgamation into a one-course concept. Since 1994 three of these practical courses were presented at CTC per annum. The one-course concept has already kicked off at the SA Army College with the JCSD residential part.

Learners who started in January this year with the residential part of the course will remain at the College until September, thereafter they will report to CTC for the practical phase. 43 SA Brigade will remain the leading brigade for the practical exercise.

Amidst it being the hottest recorded year in South Africa, and faced with various challenges, such as a variable water supply, training remained a high priority for the JCSD practical training branch, under command of Lt Col Lucille Gallant, in the Northern Cape Province.

When the JCSD practical course commenced Col Peter Nong, training wing commander at CTC, met with the JCSD learners. Addressing them, he said: “Members need to learn from each other.” Col Nong emphasised that members must share their knowledge.

Under the watchful eye and guidance of the course learning programme leader, Lt Col Riaan Marx, the members’ time at CTC was made a little more bearable. Learners came to know the various instructors and their sayings, and one that certainly stuck with everyone was Lt Col George Mervyn Madella’s saying; “Kookwater” (loosely translated: awesome) after agreement with learners on tasks executed or understood.

The top awards and course certificates were recently presented to the learners during a certificate ceremony held at CTC. Maj Louiwain Henry Gordon (SA Infantry Corps) was awarded as the Best Combat Participant and Lt Col Manuel de Oliveira Canchibato (SA Intelligence Corps) as the Best Combat Supporter, while Maj André du Rand (Personnel Service Corps) was awarded as the Best Combat Service Supporter.
The SANDF Education Trust


The main objective of the SANDF Education Trust is to support the education needs of the dependants of the following persons:

- SANDF members killed or severely injured subsequent to April 1994, while on official duty.
- Civilian members of the Department of Defence (DOD) killed or severely injured subsequent to 27 April 1994, while deployed during official SANDF operation.
- Citizens of the Republic of South Africa killed or injured subsequent to 27 April 1994, during official SANDF operations provided that such citizens are not engaged in activities opposing the SANDF.

The SANDF Education Trust is funded through donations and contributions received from the private sector and international business enterprises. Ongoing fund raising initiatives are in place, and the SANDF welcomes all contributions.

For more information on the SANDF Education Trust, visit www.dod.mil.za

The banking details are as follows:

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We believe in heroes, we hope you do too.

Together we move South Africa Forward
The new SA Army women’s handbag

By Sgt Ally Rakoma
Photos by L Cpl Jonathan Mogano

Women’s handbags come in various shapes, sizes and different styles that suit their needs and that complete their appearance. No matter what make of handbag, a woman’s handbag is one of her prized possessions.

As part of the revision of the SA Army’s service dress and to ensure uniformity and portray a corporate image, Brig Gen Indrani Arends, the Deputy Chief Army Force Structure, was authorised to design the new SA Army women’s handbag.

During an interview with SA Soldier, Brig Gen Arends pointed out that women carry handbags most of the time and use them to carry items they regard as a necessity.

Asked who is entitled to receive the new SA Army women’s handbag, Brig Gen Arends replied that it was strictly meant only for uniformed female members of all ranks and at all levels of the SA Army serving in the Regular Force (Permanent) and Military Skills Development System (MSDS) members when they receive a five year contract, including “MC” members or when an individual’s contract is renewed for five or more years.

Brig Gen Arends pointed out those not entitled to receive the handbag are members of other Services of the SA National Defence Force (SANDF), as well as individuals permanently employed who will be going on pension during 2016 and 2017, including MSDS members whose contracts expire during 2016 and new MSDS members during their two-year contract period, as well as Core Service System members whose contracts expire during 2016 and 2017.

She added that the handbag could only be utilised with the whole SA Army uniform, and the personal issue return code must be “R”. This means that an item is issued to a permanent member of the Department of Defence (DOD) and the item is cancelled, but must be returned when the member leaves the DOD, e.g. pension, resignation or death.

Brig Gen Arends pointed out that the maintenance method was an “Exchange item” and said the handbag must be maintained on a one-for-one exchange basis at the Supply Support Services (Quartermaster) and is not subject to the Uniform Maintenance Scale.

She mentioned that in the event of the handbag being lost or damaged, a stamped affidavit with a case number from the South African Police Service or Military Police and a completed damage and loss report would be required for authorisation to issue a new handbag.

Brig Gen Arends stressed that the handbags would be rolled out by the Army Support Bases/Joint Support Bases for consolidation on the name lists of all units within their area of responsibility, and once approved, must be collected and accounted for. Thereafter the handbags will be issued to approved individuals.
Focus on People

Operational Support Legal Satellite Office appoints its first Regimental Sergeant Major

Article and photo by Sgt Itumeleng Makhubela

Meet the first Master Warrant Officer (MWO) to be appointed to the Defence Legal Services Division. MWO Lesibana Laka is the first Regimental Sergeant Major (RSM) of the Operational Support Legal Satellite Office (Legsato) in Pretoria.

The unit is part of the Defence Legal Services Division and its main role is to support Joint Operations in respect of Exercises and Operations. All Military Law Practitioners (MLPs) that have to be deployed to operational areas mobilise via the unit.

The Defence Legal Services Division, under the leadership of the Acting Chief Defence Legal Services, Maj Gen Bailey Mmono, provides professional and deployable military legal services and support for the Department of Defence.

MWO Laka said: “MLPs that that are to be deployed are sent to us to be placed in operational areas for internal and external deployments. For instance, if there are MLPs from Cape Town who are to be deployed in the Democratic Republic of Congo (DRC) they go through our unit first. Basically, the unit is a hub for all MLPs who are to be deployed on internal and external operations.”

MWO Laka explained that his role as an RSM was to ensure that regimental and ceremonial duties are performed at the unit. He also provides support for the Officer in Charge, and serves as a link between officers and other rankings.

In October 2015 he was appointed as the RSM of the Operational Support Legsato, which is a newly established unit within the Defence Legal Services Division. MWO Laka was also a Disciplinary Warrant Officer at the Legsato Thaba Tshwane.

MWO Laka said: “I was working at Lenz in 21 SA Infantry Battalion in Johannesburg around 1990, after which I was transferred to the then Northern Transvaal Command Legal Office under the leadership of the then Maj (now Brig Gen) Nico du Preez, currently Director Legal Services Support. When Legsatos were established I was transferred to Legsato Thaba Tshwane as a Chief Clerk and Disciplinary Warrant Officer. Ultimately, I was placed here as the RSM of the Operational Support Legsato after successfully completing the required courses.”

He said the Defence Legal Services Division is comprised of professionals such as advocates and lawyers and, as such, the work may differ as compared to working with core military members on Level 4 units. He said the approach when working with these individuals would be different.

MWO Laka said: “With my experience, having spent a lot of time working in Legal Services units, I know how to work with them and I understand their expectations.”

He described the unit as an interesting environment, saying that he tried to install the military tradition and culture, insisting that members of the unit adopt the military way of doing things, even as legal professionals. He said: “We prepare them to follow the military culture and discipline.”

MWO Laka prides himself on being the first MWO in the Defence Legal Services Division and the first RSM of the Operational Support Legsato.

He indicated that the RSM’s duties were similar, except with regard to the people with whom an RSM had to work. He said the approach would not be the same as the unit had senior officers in the ranks Major to Colonel, as opposed to units with Military Skills Development System (MSDS) recruits and junior rankings. He said the Operational Support Legsato was a senior unit and as such he was expected to manage most tasks.

Asked about some of the challenges he dealt with in his line of work, he explained: “As the new MWO in the Defence Legal Services Division and an RSM of this unit, there are a lot of regimental and ceremonial duties, considering that the Division and unit has never had an RSM.”

MWO Laka has heeded the call from the Warrant Officer of the SANDF to support deployed soldiers through the Goodwill Parcel Project. Upon his appointment he started acquiring food parcels for the next-of-kin of deployed members under the administration of the Operational Support Legsato.

A proud father of two, MWO Laka said he was part of the first intake of South African recruits to be trained by the then 5 Reconnaissance Regiment in 1986, which is now known as 5 Special Forces Regiment, stationed at Phalaborwa, Limpopo.
The Light Horse Regiment was formed in 1899, formerly known as the Imperial Light Horse. The Imperial Light Horse was raised by the Uitlanders in Johannesburg on 21 September 1899 for service in the Second Boer War during which it fought a number of engagements. On 21 October 1899 it fought its first battle at Elandslaagte. During the siege of Ladysmith, and the battles of Wagon Hill, Colenso and the Battle of Spioenkop the Regiment was part of the action. In May 1940 the Regiment was mobilised as part of the Commonwealth forces and served with distinction in North Africa and Italy.

After the war the Regiment returned to peacetime South Africa and continued as an active Citizen Force Regiment in the Union Defence Force. In the contemporary democratic epoch the Regiment exists as a SA Army Reserve Force armoured car reconnaissance unit of the SA National Defence Force (SANDF) based at Mount Collins in Sandton. It is the senior regiment in the Gauteng Province. The Regiment is over a hundred years old and celebrated its centenary in 1999 with the theme “Imperium et libertas” (Latin for Empire and Liberty).

Given the rich history of the Light Horse Regiment it was important that this history should be preserved, a task that Lt Col Heinrich Janzen, Officer Commanding Light Horse Regiment, took to heart. Lt Col Janzen driven by his passion for history and being a historian, decided to have part of his unit cordoned off to be dedicated as a museum. Though not a fully-fledged museum in the true sense, the priority for Lt Col Janzen was to have a space where all regimental, historical and other military artefacts (photos, clothing, medals, musical items, paintings, etc) could be safely housed for the public to appreciate.

Because of South Africa’s diverse military history it was paramount for Lt Col Janzen to have a place where a true and balanced display of history could be preserved.

Lt Col Janzen said: “It would have been amiss for me only to concentrate on recent history as seen and known by a specific demographical group. When I started this museum I had a clear understanding of what was needed to be done to authenticate the task at hand. I saw it as my duty as a historian to showcase how history is an integral part of our lives and that it forms part of our culture and influences the future. I have therefore taken into account the fact that we as South Africans in the past ‘might’ have fought in one Defence Force in different Corps in different wars under different circumstances. We ‘might’ have even fought against each other, but it should never be concluded that the force on the other side was superior to the other nor should it be construed that the other
Force was evil; it only means that as military men and women we did what needed to be done, whether it was justified or not. It is history because it is in the past and therefore needs to be preserved equally. We are who and where we are today because of the history that shaped us.”

Lt Col Janzen went to great lengths to express and present a balanced military regimental history. The museum is laid out in such a way that it unequivocally displays the fact that Umkhonto we Sizwe (MK), the Azanian People’s Liberation Army (APLA), and the South African Defence Force (SADF) had an equal, significant and valued contribution towards making the SANDF the formidable force that it is today. The museum bears witness to our diversity and unity as a nation. Our history is reflected in our contemporary military culture. The success and valour of the SANDF can be attributed to the One Force Concept that stems from our rich history.

Its close proximity to Alexandra Township ensures that the Light Horse Regiment has its fair share of social responsibility to the community among other tasks they help in cleaning Alexandra, host a church service once a year and is a patron of the old-age home.

“The museum appeals to the heart and mind while words talk to the ear” - Lt Col Heinrich Janzen.

*To visit the museum contact the Officer Commanding Light Horse Regiment, Lt Col Heinrich Janzen, on Tel No: 011 444 6908 or Fax No: 011 444 5508.

ABOVE: A collection of historical musical instruments and uniforms.
Being fit

By Maj Michelle Fogwill, Biokineticist
Photos by L Cpl Jonathan Mogano

Being physically active and fit are important for our bodies and our minds. It is each and every athlete’s/person’s responsibility to be healthy and fit.

The old saying is true that states: “Money cannot buy everything, because no money in the world can buy your fitness”. There is no quick fix, no medication no Aladdin’s genie that could give you fitness with a click of a finger. Unfortunately, being healthy and fit means being committed to your goal and that means being committed to yourself, and no one else.

In order to understand fitness better, we must understand that there is TWO types of components of fitness.

I. HEALTH RELATED COMPONENT

- **Cardiovascular Fitness**: This allows people to follow a healthy, active lifestyle without getting too tired. It is the ability of muscle to perform movement for a while. It is the efficiency of the heart, lungs and blood vessels delivering oxygen to the working muscles so that you can keep working/moving for a long time. It allows sportsmen and women to play long hard matches in tennis, rugby, netball and many other sports.
- **Muscular Strength**: this is a very important factor in any physical activity where the body or any other object needs to be moved. It is required in games such as rugby where the two packs push against each other in a scrum.
- **Muscular Endurance**: People need muscular endurance in their everyday lives to complete daily chores. Muscular endurance is often associated with games such
as tennis which take a long time and require strong strokes at the end of the game and at the beginning.

- **Flexibility**: This is important in our daily tasks, for example getting out of bed, tying our shoelaces and during sports such as gymnastics or racket sports.
- **Body Composition**: This is the percentage of body weight that is fat, muscle and bone. Although body composition is also influenced by genetics, by improving your body composition you can decrease your risk of cardiovascular disease and other malfunctions of the body.

2. **SKILL RELATED COMPONENTS**

- **Speed**: The differential rate at which an individual is able to perform a movement. Rapid movement of the hands, legs or thoughts.
- **Power**: The product of strength and speed. The ability to undertake strength performance quickly.
- **Reaction time**: The time required to respond to a specific stimulus.
- **Coordination**: The ability to use two or more body parts together, hand-eye coordination and foot-eye coordination.
- **Agility**: This is the ability to control the movement of the whole body while changing the position of the body. Changing direction quickly is very important in tennis. Rugby players need agility when dodging a defender.
- **Balance**: The ability to maintain a specific body position in a moving or still standing position.

Why should I get started?

Below is a list of some benefits of regular exercise:

- Reduces depression and anxiety.
- Improves psychological well-being.
- Improves your health and skill related components of fitness as discussed above.
- Reduces or maintains body weight or body fat.
- Reduces high blood pressure.
- Reduces cholesterol or the risk of developing high cholesterol.
- Reduces the risk of developing breast cancer.
- Reduces the risk of developing and/or dying from heart disease.
- Reduces the risk of premature death.

There are three types of exercise: **aerobic**, meaning the exercise is performed at an intensity that causes you to feel warm and slightly out of breath, for example brisk walking, dancing, jogging. Anaerobic exercise will get you out of breath and sweaty. Games like soccer include much anaerobic exercise because of the sprinting, but so too does a long-endurance event when you hit the hills or sprint to the finish line. The third type of exercise is **flexibility**. It is related to body type, sex, age, bone and joint structure and other factors beyond the individual’s control. In general flexibility decreases gradually from birth to old age.

Helpful hints to get started

Getting exercise does not always mean going to the gym, especially if you are a working mother. Taking the kids to the playground or park may be a workout in itself, and getting them to move, is a great way to spend quality time with your family. Going for hikes, bicycle riding and playing sports are other ways to be active. Walk to work, take the stairs instead of the elevator, walk to enjoy lunch, breakfast or dinner. The point is walk/move. Helpful hints to make the first move in changing your lifestyle:

- Set an alarm or reminder on your cellphone with specific training times.
- Set realistic short, medium and long-term goals.
- In bad weather find the largest indoor space you can even if it means your shopping mall. Who says you cannot train in Menlyn Shopping Mall?
- Vary your routine; boredom is a reason not to train.
- Company can make a big difference. Arrange with a friend to set training days and times.

**Safety**

Listen to your body. This is a rule No 1! As you become fitter, you can gradually lengthen the time of your exercise session. Stop exercising if you feel short of breath, develop chest tightness or feel dizzy or sick to your stomach.

Reduce the intensity of duration of aerobic exercise if you have excess fatigue, an elevated heart rate at rest, fever or night sweats. The correct calorie intake is very important when you are living a healthy lifestyle.
A National Defence Force (SANDF) runners recently participated in the Old Mutual Two Oceans Marathon. The course of the Marathon is renowned for steep inclines and downward slopes throughout, which requires runners to be in good physical condition and to vary their approach accordingly. Thanks to the strategic positioning of the steps of Simon's Town Signal School and Blackhill Road proved to be an important training ground in preparation for this epic 56km run.

The team featured in almost every race in and around Cape Town in their build-up to this marathon. Having met the qualification time (under 5 hours) required completing a 42.2km marathon in order to book a spot in the event; it came as no surprise that the SA Navy made up a large number of the SANDF team.

Of the 14 SANDF runners, four already have permanent race numbers which are only granted to runners who have successfully completed a total of 10 and more Two Oceans Marathons in succession. This is an indication of just how long the SANDF team has been in existence.

This year one of the female runners, Sub Lieutenant Nomfundo Njapha from Naval Station Port Elizabeth, completed the race in a time of 6 hours and 38 minutes - a good indication of what can be expected from her in the future. Without intentionally bragging, it is worth mentioning that none of the SANDF runners failed to complete the race before the cut-off time. This was not so for many runners who did not make the cut-off time.

As the person taking the photos at the end of the race, I became quite emotional witnessing all the runners desperate to try and make it, yet just a few seconds away from that goal.

It does not end here with our SANDF team; the Two Oceans Marathon served as a preparatory race for the 89km Comrades Marathon and the 160km Washie. The Washie 100 as it is known was previously won by WO1 Mogale Piloso in 2009, who beat an elite field to fly the SANDF flag high.

The SANDF team can also boast first place in the 21km Two Oceans half marathon under the tutelage of the SANDF Coach. We aim to increase the number of participants in the field as well as runners who will occupy a winning slot on the podium. Well done to the SANDF team and those from the SA Navy who participated.
South African Post Office reaffirms its relationship with 11 Field Postal Unit

Article and photos by Maj Lizette Lombard, SO2 Corporate Communication SA Army Signal Formation

Captain Pyper, Second-in-Command of the Army Postal Services in Pretoria during World War II, said: “An army marches on its stomach but no matter how full a soldier’s stomach may be the morale falls to zero when he does not regularly receive news from home.”

Postal services in the Department of Defence are an integral part of maintaining the morale of deployed soldiers. Providing such a service is 11 Field Postal Unit (FPU), a Reserve Force unit of SA Army Signal Formation, situated near the main gate of Air Force Base Waterkloof in Pretoria. The commitment of 11 FPU to postal services is strengthened by its longstanding relationship with the South African Postal Services.

The new Chief Executive Officer (CEO) of the South African Post Office (SAPO), Mr Mark Barnes, a former soldier himself, along with the Deputy Chief of the SA Army, Maj Gen Lawrence Smith, recently visited 11 FPU. Mr Barnes has an extensive banking and financial services background. It was the first time in the history of 11 FPU that the CEO of SAPO and the Deputy Chief of the SA Army visited the unit.

After presentations by Brig Gen Gerhard Kamffer, Director Army Reserves, and Lt Col Leon de Villiers, Officer Commanding 11 FPU, Mr Barnes addressed members and mentioned that SAPO had been neglected over the past decade. Post affects the whole of South Africa and SAPO is a key link in the supply chain of commerce. He sees a massive increase in e-commerce, which will result in a massive increase in parcels.

Mr Barnes added that SAPO will fight to get back a lot of the business which was lost over the past decade due to SAPO not being able to deliver such services and said that instead of “standing” on their personnel they will be “lifting” them up. He added that SAPO was grateful to 11 Field Postal Unit and there is a big growth story in the SAPO going forward.

Mr Barnes reaffirmed the support of SAPO to and relationship with 11 FPU. With the relationship reaffirmed, 11 FPU will continue to provide postal services of a high standard and have so far handled a total of 40 208 tons of post since January 2016.
You feel that your life is falling apart. Nothing is working out the way you planned it or dreamt about it. No matter what you do, it seems that you just cannot get your life back on the track you would like it to be on. You are stuck in a moment and it feels that you cannot get out of it, no matter what you do or how hard you pray.

The rock band U2 has a song with the title “Stuck in a moment”. Some of the lyrics are:

I never thought you were a fool
But darling look at you
You gotta stand up straight
Carry your own weight
These tears are going nowhere baby

You’ve got to get yourself together
You’ve got stuck in a moment
And you can’t get out of it

Don’t say that later will be better
Now you’re stuck in a moment
And you can’t get out of it

And you are such a fool
To worry like you do
I know it’s tough
And you can never get enough
Of what you don’t really need now

These verses describe that feeling and actions when you are stuck so well. Our tears overwhelm us, we feel like falling down on the ground and never getting up again. We worry about so many things. The more we worry, the more our fears paralyse us.

How can we get “unstuck”? How do we move on when our dreams have fallen like a house of cards?

Adjust the picture

We think that we have failed in our purpose when our dreams do not work out the way we have planned them. Some people even feel that God has forsaken them or betrayed them. Is this true? Or does it mean that God has another plan for my life? If so, I have to change the picture in my head that I have of my future. That would help us to get “unstuck” from the picture in our heads that just does not want to work out.

If we could have had an interview with Joseph, I am sure he would explain to us how he had to change the picture in his head from growing up as one of the favourite sons of his father, Jacob, to being sold as a slave, going to jail for something he had not done and then becoming the second most important person in Egypt (Genesis 37, 39, 40-45).

When he reflected on his life, he could say to his brothers that this was not what he had in mind for his life, but God had a better plan. Then he could see it, but not when he was in the moment of struggle.

When I adjust the picture I have in my head to that which God wants for me, many things look more positive than negative. Suddenly, challenges change into opportunities!

God’s picture

When Jesus painted the picture of what it would be like to follow Him, He was very clear that it would not always be smooth sailing. In Mathew 16:24-25 we read: “24 Then Jesus said to his disciples, whoever wants to be my disciple must deny themselves and take up their cross and follow me. 25 For whoever wants to save their life will lose it, but whoever loses their life for me will find it.”

However, we have His assurance that He will never forsake us. Therefore, we need courage to change the picture we have of our lives to that which God wants us to do. It will be tough, but God will give you the strength, courage, grace and endurance to get “unstuck” from the moment and to grow into His picture for your life.
Donate a Can Project was launched to assist needy members

By Sgt Ally Rakoma
Photos by L Cpl Jonathan Mogano

It is indeed true that the purpose of human life is to serve, show compassion and the will to help others. In pursuing the vision to build a caring society, the Officer Commanding of the Department of Defence Headquarters Unit (DOD HQ Unit), Col Neville January, supported by the Unit Chaplains Kenneth Museri and Mantsha Ndukula together with members of the Unit Command Council launched the DOD HQ Unit “Donate a Can Project” recently assisted needy members of the Unit.

This initiative speaks about the essence of caring, generosity, human kindness, compassion and UBUNTU. Charity begins at home so for Col January this project aims to look internally with a view to assisting own members of the unit. The project will run every first Friday after the 15th of every month.

Addressing members during the launch of the noble initiative, Col January said that sometimes the smallest things go unnoticed, but often make the biggest impact. Col January said: “After a few months in office I realised that among us are members with huge socio-economic difficulties, members that cannot even afford to provide a decent meal to their loved ones every day. Therefore I realise that we must become a sharing unit.”

He borrowed the words of Mother Teresa when she said: “Not all of us can do great things, but we can do small things with great love”. He added that blessings do not come from oneself, but proceed from the love we give. Therefore one receives and is blessed. To conclude, he thanked members for their generosity, saying: “It does not matter how small; I can assure you it will make a difference in the lives of those who really need it.”

Speaking to SA Soldier, Col January highlighted that as human beings we are interconnected and one cannot exist in isolation. He added that the launch of the project spoke of the very essence of human kindness. We need to practise unselfishness and be genuinely interested in the welfare of others and help those in need.

His message to members of the DOD HQ Unit is: “Kindness in giving creates more joy and love. Any act of kindness with no expectation of reward in thinking that one day someone might do the same for you will change the world. Each one of us should remember that ‘I am because we are’”.

ABOVE: Donate a Can Project was launched at the Department of Defence Headquarters Unit.
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