



WELWITSCHIA

Bridging Knowledge and Action'

January - December | Volume 1, 2022

Official Magazine for the Namibia Command and Staff College

NCS

Namibian Command and Staff College

Center of Leadership and Professionalism





Namibia Command and Staff College (NCSC)

MISSION

To produce quality and competent officers for deployment in command and staff appointment.

VISION

To be an institution of reputable standing in training both tactical and operational military officers of the highest professional standard.

CORE VALUES

Integrity,
Professionalism,
Commitment, Excellence,
Teamwork,
Innovation and Creativity.



MISSION STATEMENT

The mission of 'WELWITSCHIA' publication is to serve as a beacon of knowledge, innovation, and insight within the military education community. We are dedicated to capturing the essence of our institution's excellence, promoting intellectual growth, and fostering a platform for diverse perspectives, while upholding the values of integrity, professionalism and a relentless pursuit of excellence in all that we publish.

WELWITSCHIA
First Edition
January -December 2022

Produced by the NCSC,
encompassing events that
transpired from January to
December 2022

EDITORIAL REQUIREMENTS

- Article of approximately 1500 words are preferred
- Article may be edited for style and space
- Include a short biography of yourself along with contact information
- Please provide a high resolution photograph of yourself, and include images related to your article with captions and photo credit information if available.

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Readers are encouraged to use their judgment and discretion when interpreting the content provided in this publication.

NAMIBIAN DEFENCE FORCE COMMAND HIERARCHY



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President of the Republic of Namibia and Commander-In-Chief of the Namibian Defence Force



AIR MARSHAL MK PINEHAS

Chief of Defence Force



BRIG GEN MATHEUS ALUEENDO
Army Commander



AIR VICE MARSHAL T SHAENDE
Air Force Commander



REAR ADMIRAL P PAMUNGULU
Navy Commander

NAMIBIA COMMAND AND STAFF COLLEGE ORGANOGRAM



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COMMANDANT



Col B Erastus
DEPUTY COMMANDANT



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CHIEF INSTRUCTOR
SENIOR DIVISION



Col LJ Chacka
CHIEF INSTRUCTOR
JUNIOR DIVISION



Lt Col PN Uupindi
COMMANDING OFFICER
ADMINISTRATION



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Wg Cdr Magret Tengovandu Katuuu

I am delighted to introduce you to the inaugural edition of 'WELWITSCHIA,' the in-house publication of the Namibia Command and Staff College (NCSC). It is with great pleasure that I serve as the editor for this premier issue, marking a significant milestone and an honour to pen my first editor's note in the magazine of our reputable military college.

'The WELWITSCHIA' magazine will be published annually, covering events that have occurred within 12-month period, from January to December each year. This marks the first edition of 2022. Our objective was to create a publication that reflects the activities of the college, and I can proudly say that we have succeeded. Of course, such success does not come easily, and the journey to bring this publication to fruition has been challenging. Nonetheless, we have reached a rewarding pinnacle, and copies are now in your hands. We hope you find it engaging and that it will whet your appetite for the next edition.

Editorial Note

Inaugural Insights: Pioneering Wisdom from NCSC

Producing this publication was no small feat, but the dedication and efforts of every NCSC staff member and student have made the first edition of 'WELWITSCHIA' a compelling and enjoyable resource.

You might wonder why we chose the name 'WELWITSCHIA'. Welwitschia Mirabilis is a distinctive and iconic plant endemic to the Namib Desert in Namibia. It is a national symbol representing resilience and endurance, the quality highly valued in military training and leadership. By naming the college's magazine after the plant, it underscores the unique identity and pride of Namibia.

The first edition features activities that occurred between January and December 2022, including course commencements, graduations, visitations, benchmarking, as well as expert opinions, sports, and feature articles.

While I am impressed by this introductory version of 'WELWITSCHIA', I pledge my commitment and professionalism to lead the production of every edition. Our goal is to stay current with best practices and keep you informed, entertained, and educated about the activities at our esteemed institution.

Wishing you a successful launch of 'WELWITSCHIA'

Enjoy this first copy, now in your hands.

From the Commandant's Desk



Brig Gen Hendrick Hamukoshi
COMMANDANT

I am delighted to welcome you to the inaugural edition of 'WELWITSCHIA', a publication dedicated to the men and women of the Namibia Command and Staff College (NCSC), where knowledge and experiences are shared. This publication is a testament to the remarkable work of our Editorial team, whose expertise and dedication have come together to create this platform for disseminating news and insights.

Developing such a communication channel was not an easy task, but through unwavering commitment and dedication to our duties, the team has successfully brought forth our first edition of 'WELWITSCHIA'. In fact, naming this inhouse after the Welwitschia plant, reflects values such as resilience, strength, and adaptability, which are important qualities for military leadership and strategy. It serve as a metaphor for the perseverance and enduring spirit that the college aims to instill in its officers and staff.

The launch of 'WELWITSCHIA' marks a significant milestone during my term as Commandant of the NCSC.

The name 'WELWITSCHIA' has been carefully chosen to reflect our mission, This iconic and distinctive plant embodies the qualities of resilience, adaptability and national identity, making it an apt

representation for the NCSC.

Our publication serves as a constant reminder of our core function and our duty, regardless of our positions. I call upon all staff members to embrace this name and ensure that our responsibilities are carried out with the utmost dedication and commitment for the benefit of the entire force.

In order to achieve our objectives, we rely on the 100% support of our superiors. I extend my sincere appreciation to the Honourable Minister of Defence and Veterans Affairs, the Chief of the Defence force (CDF), Executive Director, and all my colleagues at the Defence Headquarters for their support and leadership, especially since I assumed command of the college in November last year. It has been a challenging journey, but with their support, we have exceeded expectations.

I must also commend the Directing Staff, Guest Speakers, and Captains of Industries for their relentless support, which has led to the successful conclusion of Junior Staff Course (JSC) 15/2021. Your unwavering commitment is still essential as we have just launched JSC 16/2022. As we approach December 2022, we anticipate a successful graduation, marking the second JSC graduation during my tenure.

History is being made as we welcome two allied student officers from the Zambia Defence Forces into JSC 16/22, a first in the NDF's history. This endeavor signifies another milestone in the bilateral cooperation between Namibia and Zambia. I wish all the students of JCS 16/22 the best as they embark on their demanding schedule at the Junior Division in Karibib. Focus and commitment are key to productivity, and the responsibility lies with you.

Our shared values, commitment, integrity, professionalism, teamwork, innovation, and creativity unite us as a force to be reckoned with. This connection empowers us to pursue the college's interests and achieve the NDF's objectives.

With this, I hereby launch the first edition of 'WELWITSCHIA'. I hope you will find it engaging and informative.

COMMANDER-IN-CHIEF INAUGURATED NAMIBIA COMMAND AND STAFF COLLEGE

Staff Writer



In a significant move to bolster military preparedness, adaptability and competency, Namibia has inaugurated the Military high educational institution, the Namibia Command and Staff College in Okahandja. This institution aims to train officers based on military doctrine and address the backlog of untrained personnel in the Namibian Defence Force (NDF).

The inauguration on 17 October 2019, was officiated by President Dr. Hage Geingob and attended by prominent figures including Hon. Penda Ya Ndakolo, Minister of Defence and Veterans Affairs, Mr. Zhang Yiming, Chinese Ambassador to Namibia, Acting Chief of the NDF, Air Marshal Martin Kambulu Pinehas and other dignitaries.

During the inauguration ceremony, President Geingob emphasised the importance of tailored education for officers to equip them with the necessary knowledge and skills to lead the NDF in fulfilling its mandate to protect and unite the nation. “It is my conviction that this highest military training institution in the country will contribute to cost-cutting in terms of training expenditure and benefit sister countries in the region and beyond,” the President said.

Highlighting the dynamic nature of warfare, the President stressed the need for continuous vigilance and preparedness. “Warfare is always changing, always evolving and never constant.



President Geingob unveiling the plaque of the NCSC, marking the official opening of the institution

Therefore, in order to maintain vigilance and preparedness, our brave men and women must keep up. As the Commander in Chief, I give our military commanders marching orders to ensure that this college will produce the best that Namibia has to offer,” He said.

His Excellency also noted the government’s commitment to developing world-class training institutions in Namibia. He referenced the wisdom of military strategist Sun Tzu, emphasising the importance of preparation in achieving victory. “Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win,” he quoted.

The President underscored that the college’s purpose is to provide comprehensive knowledge of tactical and operational warfare at both command and staff levels and to foster a deep understanding of the military’s role within a democratic society. “The establishment of the Command and Staff College is crucial as it advances military service education to prepare officers for command and staff responsibilities, enabling them to serve in strategic and operational headquarters,” he added.

The Head of State expressed appreciation for the support from the government of Botswana, Ghana, Kenya, Nigeria, South Africa, Tanzania, Zambia and Zimbabwe, which have provided training opportunities for NDF officers.



President Geingob inspecting the Quarter Guard upon arriving at the college for inauguration ceremony



Brig Gen Shipulwa, Commandant of the NCSC reading the 'Charter' as a symbol of his responsibilities, expectations and vision of the college

He also thanked the government of China for its generous and invaluable support in constructing the NCSC.

The NCSC offers two programmes: the Senior Command and Staff Course (SCSC) and the Junior Staff Course (JSC)

Senior Command and Staff Course

This programme includes comprehensive components of security studies, focusing on leadership, accountability and responsibilities for officers at the Colonel level across all arms of service including officers and officials from law enforcement agencies in the country allied students.

It emphasises contemporary leadership and management theories, providing insights into various leadership styles.

Junior Staff Course

This course is designated for junior officers. Its curriculum is divided into two terms. The first term covers Namibia's history and heritage, the organisation and role of the NDF, staff duties, logistics, command and control, leadership, geopolitical studies, the law of armed conflict, and industrial visits.

The second term focuses on conventional warfare, low intensity operations, peace support operations and training.



President Geingob, Hon. Ya Ndakolo, Air Marshal Pinehas observing the singing of Anthems during the NCSC inauguration ceremony



President Geingob (middle-front-row) with other dignitaries posing for a photo in-front of the college after the inauguration

NEW COMMANDANT TAKES HELM

SSgt. JD Hatiti - NCSC



In an occasion marked by gratitude and commitment, Brigadier General Hendrick Hamukoshi assumed the role of Commandant at the Namibia Command and Staff College (NCSC) on 09 November 2021. The Change of Command parade honoured the Outgoing Commandant Brig Gen Mathew Shipulwa for his exceptional leadership, dedication, and unwavering efforts in steering the College towards excellence.

Expressing deep humility, Brig Gen Hamukoshi acknowledged the trust placed in him by Defence management, viewing the appointment as both an honour and a privilege. He pledged to uphold the high standards of excellence set by his predecessor and outlined a vision for the college centered around growth, innovation,

“Let us further embark on this chapter with enthusiasm, purpose, and a collective commitment to excellence”



Brig Gen Hamukoshi (left) receiving the symbolic sword from the Chief of Defence Force, Air Marshal Pinehas, marking assumption of authority for NCSC

and a commitment to continuous learning. “As we embark on this journey together, let us unite under a shared vision that will shape the future leaders capable of navigating the complexities of our ever-changing world,” stated the new commandant.

The Incoming Commandant urged the college’s staff members including the directing staff to embrace the shared mission, recognise their passion, expertise, and commitment as the foundation for building tomorrow’s leaders. “Let us foster an environment that nurtures intellect, integrity, and innovation. Let us further embark on this chapter with enthusiasm, purpose, and a collective commitment to excellence.” he said.

The change of command parade was officiated by the Chief of the Defence Force, Air Marshal Martin Kambulu Pinehas and attended by the Service Commanders, numerous generals, distinguished Otjozondjupa high-ranking officials, families and friends of both the outgoing and incoming commandants as well as staff members of the NCSC.





Lt Col G Erricky of JSC No. 15th Course Senior presenting a token of appreciation to Hon. Frans Kapofi, Minister of Defence and Veterans Affairs during the graduation ceremony

15th Junior Staff Course graduation

LCpl K Ndjambi - NCSC



Hon. Frans Kapofi, the Minister of Defence and Veterans Affairs, presided over the graduation ceremony for Junior Staff Course No. 15/ 2021 at the Namibia Command and Staff College on 3rd March 2022.

A total of 26 graduates, including six females, were chosen from Arms of Service of the Namibian Defence Force (NDF) to partake on a comprehensive training covering a range of topics related to national, regional and international military doctrines

In his keynote address, during the graduation ceremony Hon. Kapofi pointed out that training of this nature is a critical tool for developing knowledge, skills, and abilities aimed at enhancing the performance of commanders and staff officers. “The eight-month training ensures that you, as staff officers, are equipped to competently carry out your responsibilities to meet the challenges of the 21st Century,” Minister Kapofi stated.

The JSC course is designed to enhance the analytical abilities of the selected officers, improve their tactical knowledge, and address non-operational military issues.



15th Intake of JSC students posing for a group in the course of the programme



Hon. Kapofi presenting the Overall Best Student award to Col Martha Namufohamba

The course also equips officers with contemporary global, regional security, and geo-strategic perspectives, among other aspects. “This graduation is a clear testament to the remarkable progress made by the college since its inception. The college will continue to impart knowledge and skills related to military doctrine, decision-making, leadership, and critical thinking to staff officers who

will excel in the ranks and files of NDF, particularly in command and staff appointments,” the minister further pointed out.

Furthermore, Hon. Kapofi acknowledged the hard work put in by the graduates in their studies to elevate the military to a level where they can overcome challenges and demanding times. “What you have acquired throughout the course will guide you through difficult situations. You are urged to demonstrate competence, professionalism, and make a difference wherever you are posted or assigned. Bring innovative and creative ideas and skills necessary to enhance organisational effectiveness,” the minister stated.

He reiterated the importance of continuous learning, emphasising that training is an ongoing process. “The ministry will continue to support the college’s objectives to produce officers of the highest quality ready to assume higher responsibilities in command and staff appointments.”

During the ceremony, three graduates received awards for exceptional performance during the course. Colonel M. Namufohamba from the Defence Headquarters received the Overall Best Student award, Maj. Katambo received the Best Research Paper award, and Lt. Col. Heita was honoured with the Best Commandant Paper award.

Minister Kapofi and his entourage posing for a photo with the directing staff and graduates



03/2022 SCSC COMMENCEMENT

SSgt JD Hatiti - NCSC



NCSC Commandant, Brig Gen Hendrick Hamukoshi (front row, center), Deputy Commandant Col Ben Erastus and Chief Instructor, Senior Division Group Captain Hebert Swartz during the opening ceremony of the SCSC 03/2022

The Commandant of the Namibia Command and Staff College, Brig Gen Hendrick Hamukoshi opened the Senior Command and Staff Course 03/2022.

A notable highlight was the presence of two allied student officers from the Zambian Defence Forces, marking the first time such collaboration has occurred in the college's history. Brig Gen Hamukoshi acknowledged and appreciated the bilateral cooperation between the Namibian and Zambian forces that paved the way for this milestone.

The Senior Command and Staff Course is one of the most demanding within the NDF, aims to equip officers with strategies enhancing their military profession. The curriculum covers Land, Air, and Sea power concepts, along with tactical employment of all arms up to the operational level, preparing participants for high-stakes leadership roles.

Brig Gen Hamukoshi emphasised the crucial role of student officers in contributing to the realisation of

this program throughout the Senior Command and Staff Course. "It is now up to you Student Officers to develop a robust and healthy competition among yourselves so as to facilitate cross pollination of ideas and ensure the expectations of the leadership are met. I must further remind you that the task ahead of you will at times be psychologically demanding and may require sleepless nights. A lot of research and reading will be required from you, the access to our library services will be at your disposal and you should make use of it in order to broaden your scope of knowledge and understanding.

The Commandant urged the Student Officers to foster a strong and positive competition among themselves, promoting the exchange of ideas to meet leadership expectations. He said: "Keep in mind that the upcoming challenges may be psychologically demanding, requiring occasional sleepless nights. A well-trained officer is capable of responding effectively to modern-era challenges, both in times of peace and war.

“A well-trained officer is capable of responding effectively to modern-era challenges, both in times of peace and war ”



Student Officers of SCSC 03/2022 during the opening of their course

JSC 16TH INTAKE START WITH TWO ALLIED STUDENTS

LCpl K Ndjai - NCSC



On 16 May 2022, 28 student officers commenced the Junior Staff Course (JSC) No: 16/2022 at the Namibia Command and Staff College' Junior Division in Karibib.

Brigadier General Hendrick Hamukoshi, the Commandant of the NCSC, extended a warm welcome to these officers, who hail from various arms of service of the Namibian Defence Force (NDF) to partake in an extensive program of both theoretical and practical studies focused on defence and security-related topics.

The course is designed to augment the knowledge and skills of the participating students, with the overarching goal of enhancing their professionalism and preparing them for command and staff roles. Moreover, the course is tailored to hone their analytical abilities, enabling them to anticipate national, regional, and international developments that impact defence and security policies.

Brig Gen Hamukoshi emphasised the nature of the course for military officers, highlighting that it provides them with an opportunity not only to advance their studies within the senior command and staff courses but also in various domains of defence and security.

In addition, the commandant acknowledged the Ministry of Defence and Veterans Affairs for prioritising training and their unwavering commitment to military service obligations. "I urge student officers to remain dedicated as you can, and through commitment you can secure continued support for such essential training programs from the leadership.

Notably, among the students, two officers from the Zambian Defence Forces (ZDF) are participating in this course. "This as a significant step that further solidifies the bilateral cooperation between the two armed forces and the nations at large, said the Commandant.



JSC 16/2022 taking a group photo during the course at Karibib Junior Division

COMMAND AND STAFF COURSE'S

crucial role in leadership skills and competence development



Martin Tomas
Public Relations Officer
MODVA - Head Office

In a world where leadership plays a pivotal role in the success of organisations, nations, and even global initiatives, the significance of institutions that foster the growth of competent leaders cannot be overstated. Among these institutions, the Command and Staff College (CSC) stands as a beacon of excellence in

cultivating leadership skills and competence.

Traditionally, the CSC has been closely associated with the military, and for good reason. It has played a fundamental role in preparing military officers for the highest levels of command. These officers must be equipped with the ability to lead troops through challenging situations, make swift decisions under pressure, and operate in a dynamic and unpredictable environment. The training they receive at these institutions is, therefore, nothing short of essential.

However, the influence of CSC extends far beyond the military sphere. In an increasingly interconnected and complex world, leadership is required in various fields, from business and government to non-profit organisations. The principles taught at these institutions, such as strategic thinking, crisis management, and ethical decision-making, are universally applicable and highly sought after.

The journey to becoming an exceptional leader is one fraught with challenges and complexities. A leader must not only possess technical and tactical knowledge but also the ability to make strategic decisions, manage diverse teams, and inspire others toward a common goal.

This is where the CSC steps in, serving as the crucible where future leaders are forged.

Additionally, the curriculum at a CSC is designed to be rigorous and multifaceted. It encompasses a broad spectrum of subjects, ranging from military strategy and international relations to leadership theory and organisational psychology. The pedagogy includes a blend of classroom instruction, case studies, simulations, and practical exercises. This holistic approach equips students with both the theoretical knowledge and the practical experience necessary to excel in leadership roles.

One of the most valuable aspects of a CSC is the opportunity for students to collaborate with peers from diverse backgrounds. This creates a dynamic environment where different perspectives and experiences are shared, fostering innovation and adaptability. The bonds formed during this period often endure long after graduation and can lead to powerful professional networks.

Today's world is marked by Volatility, Uncertainty, Complexity, and Ambiguity (VUCA). In such an environment, leadership is more demanding than ever. Command and Staff Colleges recognize this and have adapted their programs to address the challenges of a VUCA world. They prepare leaders not just for the battles of today but also for the battles of tomorrow, which may be geopolitical, economic, or technological in nature.

In conclusion, at a time when the need for effective leadership is paramount, CSCs play an indispensable role in shaping the leaders of tomorrow. Their contributions extend beyond the military, impacting various sectors and industries. By providing a comprehensive education in leadership skills and competence development, these institutions ensure that the world is equipped with capable and visionary leaders who can navigate the complexities of the modern era. Command and Staff Colleges stand as a testament to the enduring importance of leadership in all its forms.

MATCHING TECHNOLOGICAL ADVANCEMENT WITH HUMAN RESOURCES: *A Navy Perspective*

By Lt Col Collins Chisenga - Zambian Air Force - Allied Student - SCSC 03/2022.



The term “Human Resources Development” (HRD) refers to various initiatives focused on workforce development. It aims to enhance the performance, abilities, skills, and knowledge of individuals and organisations. HRD can be implemented formally or informally through coaching, mentoring, and education. The concept, introduced in 1969, sought to bridge the knowledge gap between education and employment. While training imparts specific skills, education such as that provided by institutions like Command and Staff College (CSC) develops judgement and reasoning in personnel. Integrating technological advancements with HRD thus involves equipping staff with knowledge and skills suited to the machinery they operate.

To align technological progress with HRD, seafarers must understand and adapt to new technologies. Achieving this requires the Navy to design structured training programs aimed at increasing seafarers’ effectiveness. Frequent consultation with sailors before implementing significant technological changes fosters understanding of why current platforms may be inadequate, leading to a greater willingness to embrace new technologies. Enhancing communication about the “why” and “how” of new technology supports quicker adoption. Since people learn differently, those responsible for training must provide material in varied formats to ensure success. Repetition is also key.

Developing seafarers with the necessary doctrine to handle situations in support of national goals is a long-term objective for international naval forces.



Lt Col Collins Chisenga

In developing nations like Namibia, rapid mobilisation is essential due to the demands of a comprehensive force modernisation programme. To achieve these goals, the Namibian Navy (NN) emphasises human development. Commander George Kimba noted that the NN sends personnel for training abroad to nations with strong naval experience, such as South Africa and Brazil.

Human resources development is an ongoing task that requires operators to adapt continually. Adopting new technologies necessitates practice, which can be facilitated through self-paced training, allowing sailors to access video resources beyond initial instruction. It should also be clear whom sailors should contact if they encounter issues, and questions should be encouraged. Annual skill evaluations help maintain sailors’ motivation and engagement. By assessing skill levels and identifying skill gaps, the Navy can swiftly determine strategies to keep staff



“The Namibian Defence Force (NDF) human performance research department ensures that new technologies are quickly assimilated and adopted by personnel through structured training”

competitive. Regularly upgrading sailors’ skills is essential, and the NN achieves this by sending personnel abroad for further training.

Another method for matching technology to sailors involves using multiple approaches, such as Real-Time Physiological Status Monitoring (RT-PSM), which provides insight into sailors’ performance. However, RT-PSM may fail, be blocked, or hacked. While valuable for training, it can be a distraction in operational environments unless it provides actionable intelligence. Physiologically aware virtual agents can act as coaches, assist with workload distribution, or adjust information presentation within teams. Evaluating sailors’ performance helps identify mission-critical skills needing further training.

To fully leverage advanced technology, the role of human combatants particularly at the tactical level

must evolve as new technologies emerge on the battlefield. The Namibian Defence Force (NDF) human performance research department ensures that new technologies are quickly assimilated and adopted by personnel through structured training. However, establishing a comprehensive roadmap for human performance research requires a detailed analysis of military needs and emerging technologies, which is beyond the scope of this work.

Aligning human resources development with technological change is challenging, as it requires learning and unlearning, a commitment many feel they lack time for. Without this commitment, personnel risk falling behind and losing competitiveness. Thinking creatively can help sailors find meaning in adapting to technological advances. Offering incentives for personnel to serve as “technology champions” who learn new software in-depth and act as knowledge resources for others can be effective.

INSIDE THE MIND OF A SPY: AGENTS STRUGGLING IN THE SHADOWS

By Lt Col CS Nawaseb - Namibian Defence Force - Student Officer - SCSC 03/2022.



Lt Col CS Nawaseb

The motivations of spies are deeply examined by intelligence handlers. Many agents are driven by self-interest: some seek financial gain, others crave adventure or a covert role in historical events. Some are motivated by anger and revenge. For others, spying feels like a game, where they relish controlling others and feeling superior.

Heroic spies are distinct, driven not by self-interest but by principles. The risks of espionage are too high for those motivated by selfish reasons. Heroic agents are ethically outraged by the actions of their targets and committed to preventing the futures these targets intend to create.

Major spy-related news stories, featuring incredible bravery and shocking betrayal, surface every few years. What goes through the minds of those living in the secret world? In early May 2012, the world became aware of a fearless espionage operation in which intelligence agents thwarted an al-Qaeda plot to down an airliner. The plot failed because the operative chosen by al-Qaeda was a spy for British or Saudi intelligence, offering a rare glimpse into the bravery of those typically working undercover.



It is nearly impossible for intelligence agencies to keep spies safe when infiltrating groups like terrorist organisations.

For many agents, leading a life of deception is a heavy burden. Maintaining a lifestyle that involves deceiving or manipulating others can create a sense of detachment or loneliness that lingers even after their work is done. When deployed undercover, agents live within networks of trust built on lies. They may even feel contempt for the targets they pretend to admire. Their true personalities are hidden beneath layers of secrecy, known only to themselves.

Cover identities are often distasteful, with operatives adopting personas that are cruel, arrogant, or hypocritical when infiltrating extremist groups. Agents must tap into their own darker traits to convincingly play these roles, balancing self-awareness with the control needed to maintain their cover. It's a psychologically taxing process.

In counterterrorism contexts, agents may even have to watch extremist videos while blending in with their target groups. Despite their inner reactions, agents must mirror the crowd's mood to maintain their cover. This can be particularly challenging for those with strong religious or ethical beliefs. However, in such moments, agents often find solace in the dignity displayed by the victims, a stark contrast to the hostile crowd around them.

UNCOVERING THE SECRET LIVES OF SPIES: A DEEP DIVE INTO THE BRAVERY, COMPLEX MOTIVATIONS, AND ETHICAL STRUGGLES FACED BY INTELLIGENCE AGENTS WORKING UNDERCOVER

ALLIED STUDENTS ADD VALUE TO MILITARY COLLEGES



Commander Johannes Nangobe
NCSC Directing Staff
Senior Division

Military colleges have long been recognised as institutions that cultivate strong leadership, discipline, and a deep sense of duty in their students. These institutions are traditionally associated with training future officers in various branches of the armed forces. However, in recent years, military colleges have expanded their reach by welcoming allied students from other nations. This inclusion has not only enriched the cultural diversity of these institutions but has also added significant value to their academic and training programs.

One of the primary benefits of admitting allied students to military colleges is the infusion of a global perspective. These students come from different countries, cultures, and backgrounds, bringing unique viewpoints and experiences to the college community. This global diversity is invaluable in preparing future military leaders to navigate international relationships and understand the complexities of the modern global landscape.

The presence of allied students in military colleges fosters a rich cultural exchange that goes beyond the confines of the classroom. Officers have the opportunity to interact with peers from diverse backgrounds, allowing them to learn about different customs, languages, and traditions. This cultural exchange promotes tolerance, empathy, and cross-cultural communication skills, which are essential in a world where cooperation and understanding are paramount.

‘One of the primary benefits of admitting allied students to military colleges is the infusion of a global perspective.

These students come from different countries, cultures, and backgrounds, bringing unique viewpoints and experiences to the college community’

By admitting allied students, military colleges contribute to strengthening international alliances. Relationships forged during college years can translate into stronger diplomatic ties and military collaborations between nations in the future. Graduates who have trained alongside their international peers are better equipped to work together on joint operations and peacekeeping missions, reinforcing global security and stability. Equally, allied students bring their own expertise to the table, enhancing the academic environment of military colleges. They may possess knowledge and skills in areas such as technology, strategy, or tactics that differ from the traditional curriculum. This diversity can lead to innovative approaches to problem-solving, enriching the educational experience for all students.

Many allied students are fluent in languages other than English, which is often the primary language of instruction in military colleges.

This language proficiency is a valuable asset, as it enables cross-cultural communication and the ability to work in diverse international environments. Graduates with multilingual capabilities are better prepared for assignments that require them to engage with foreign military counterparts.

In the nutshell, the inclusion of allied students in military colleges not only broadens the horizons of cadets and officers but also adds value to the institutions themselves. The global perspective, cultural exchange, strengthened international alliances, academic enrichment, and language proficiency brought by allied students contribute to the development of well-rounded, culturally aware, and internationally competent military leaders. As the world becomes increasingly interconnected, these students play a pivotal role in ensuring the effectiveness and adaptability of military forces in an ever-changing global landscape.



Lt Col David Lubemba and Lt Col Collins Chisenga from Zambian Defence Force are the inaugural allied students at the NCSC Senior Course

GUEST PRESENTERS ELEVATE ACADEMIC PERFORMANCE

By SSgt. JD Hatiti - Head Audion Visual - NCSC



SSgt JD Hatiti

The quest for knowledge is a continuous journey, especially for military personnel. In the hallowed halls of the Command and Staff College, where future leaders are groomed, the pursuit of excellence is a constant endeavor. To enrich the educational experience, the college has embraced a dynamic approach – the inclusion of guest presenters. These experts from various fields have breathed new life into the classrooms, providing unique perspectives, real-world insights, and invaluable wisdom.

The Command and Staff College has recognised the importance of learning from a wide range of professionals. Guest presenters come from various backgrounds, including military veterans, academics, industry leaders, and even diplomats. This diverse expertise adds a multi-dimensional approach to the curriculum, offering students a holistic view of the subjects being studied.

Real-World Relevance

One of the standout benefits of having guest presenters is the real-world relevance they bring to the classroom. These individuals have been on the front lines of military operations, negotiated high-stakes agreements, or led successful businesses. Their firsthand experiences serve as a bridge between theory and practice, offering students invaluable insights they can't find in textbooks alone.

Inspiring Leadership

Guest presenters often share their personal leadership



Students of JSC No 15/2021 posing for a picture with one of the Guest Presenters at Karibib Junior Division



Guest Presenters from Anti-Corruption Commission taking a group picture with the student of the JSC No15/2021 at Karibib Junior Division

journeys, offering students a glimpse into the trials and triumphs of their careers. These stories of resilience, decision-making, and adaptability serve as a source of inspiration for the future leaders of the armed forces. They instill the belief that greatness is attainable through dedication and determination.

Expanded Horizons

The presence of guest presenters broadens the horizons of the students. They expose them to alternative perspectives, innovative ideas, and emerging trends. This exposure is critical in a rapidly changing world, where military leaders must adapt to new challenges and scenarios.

Networking Opportunities

The connections made through guest presenters can be invaluable. Students have the chance to network with accomplished professionals who may become mentors, references, or collaborators in the future. These connections extend beyond the classroom and into the students' future careers.

Enhanced Learning Environment

The Command and Staff Colleges have truly embraced the concept of lifelong learning. By inviting guest presenters, the colleges foster an environment where intellectual curiosity thrives, and education goes beyond the classroom walls. It reinforces the idea that learning is a lifelong journey, and one should never stop seeking knowledge.

In conclusion, The Command and Staff Colleges' incorporation of guest presenters into its educational framework is a testament to its commitment to providing the best possible education for future military leaders. Through diverse expertise, real-world relevance, inspiring leadership stories, expanded horizons, and networking opportunities, guest presenters have enriched the learning experience. They transform colleges into institutions that not only impart knowledge but also inspire a passion for continuous learning and excellence. The Colleges take a commendable step in ensuring that students are not just educated but truly prepared for the complex challenges of modern warfare and leadership.

Molding Tomorrow's Leaders: The Command and Staff College's Crucial Role in Leadership Skills

DEFENCE FORCES ROLES IN CONFLICT RESOLUTION: An African perspective

By SSgt JD Hatiti - Audio Visual - NCSC



In the tumultuous landscape of global conflict resolution, Africa often finds itself in the spotlight. The continent's diverse array of challenges, from interstate conflicts to insurgencies and humanitarian crises, has spurred intense debates about the role of defence forces in resolving these issues. While military intervention is an argumentative subject, it is essential to recognise that Africa's security apparatus can and should play a pivotal role in conflict resolution.

Africa's security forces, often criticised for their involvement in conflicts, can be vital contributors to lasting peace. The reasons behind this assertion are multifaceted and rooted in the unique challenges that the continent faces.

First and foremost, military institutions can help contain, manage, and mitigate violent conflicts. In many African nations, internal strife and external threats pose a significant danger to their stability. The military set-ups can serve as a deterrent to would-be aggressors, helping to prevent the escalation of conflicts and protect vulnerable populations. In essence, a strong and capable military can provide the security necessary for peace-building efforts to take root.

Moreover, African defence forces can be crucial in peacekeeping missions on the continent. The African Union and regional bodies, such as Arab Maghreb Union (AMU), Common Market for Eastern and Southern Africa (COMESA), Community of Sahel-Saharan States (CEN-SAD), East African Community (EAC), Economic Community of Central African States (ECCAS), Economic Community of West African States (ECOWAS), Intergovernmental Authority on Development (IGAD) and Southern African Development Community (SADC) have deployed peacekeeping forces to conflict zones.

Namibia contingent to SADC Standby Force Mission in Mozambique is a prime example.





Army Commander, Maj Gen Nambahu (seated second from the left), accompanied by Brig Gen Mutua, COS Logistics; and Col Amunyela, captures a moment with Namibia's first contingent members to SADC Mission in Mozambique during their welcome-back ceremony at the MODVA Head Office

The SADC Mission in Mozambique (SAMIM) was deployed on 15 July 2021 following approval by the Extraordinary SADC Summit of Heads of State and Government held in Maputo, Republic of Mozambique on 23 June 2021 as a regional response to support the Republic of Mozambique to combat terrorism and acts of violent extremism.

The deployments of troops play a vital role in de-escalating conflicts, protecting civilians, and supporting peace negotiations. Their presence can provide a buffer between warring parties and foster an environment conducive to dialogue. The defence forces can also play a crucial role in providing humanitarian assistance. In conflict-affected areas, military personnel are often among the first responders, offering logistical support, medical care, and infrastructure repair. These efforts not only save lives but also lay the groundwork for longer-term stability and reconstruction. However, the involvement of defence forces in conflict resolution in Africa is not without challenges. There are concerns about potential abuses and human rights violations by some military units, which can undermine the legitimacy of peace efforts.

It is imperative that strict oversight, training, and accountability mechanisms are in place to ensure that the actions of the military align with the goals of conflict resolution and human rights.

Furthermore, the militarisation of conflicts can sometimes perpetuate a cycle of violence. Defence forces must be part of a comprehensive strategy that includes diplomatic, political, and socioeconomic approaches to address the root causes of conflict. They should not be seen as the sole solution but rather as a component of a broader strategy.

To this end, suffice it to say, the role of defence forces in conflict resolution in Africa is a complex issue that demands a nuanced perspective. While military involvement can have its downsides, it is essential to recognise the positive contributions that well-trained, accountable, and regionally coordinated defence forces can make in fostering peace and stability. A holistic approach that integrates military efforts with diplomatic and humanitarian initiatives is crucial for addressing the multifaceted challenges facing the continent. Ultimately, African nations, regional organisations, and the international community must work together to harness the potential of defence forces as peacemakers and as part of a comprehensive strategy for resolving conflicts in Africa.

HIDDEN PERILS: SOCIAL MEDIA AND ITS THREAT TO MILITARY

By L/Cpl K Ndjai - Audion Visual Technician - NCSC



L/Cpl K Ndjai

In today's interconnected world, social media has become an integral part of civilizations. While it brings people together, facilitates communication, and provides a platform for self-expression, it also poses significant dangers to military environment the world over.

The allure of social media has the potential to jeopardise the security and effectiveness of these vital institutions.

The digital landscape has evolved rapidly, presenting new challenges for defence forces worldwide. It's essential to acknowledge that the same platforms designed to connect friends and family are now a playground for information warfare, espionage, and cyber-attacks. The rise of social media has created an environment where sensitive information can be exploited, and the integrity of military operations can be compromised.

One of the most pressing concerns is the inadvertent sharing of classified



information. Military personnel, in their enthusiasm for social media, often post photos, videos, and updates from their deployments or training exercises. While this may seem harmless, it can provide adversaries with valuable insights into defence operations and tactics.

This not only puts the lives of soldiers at risk but also threatens the national security.

Furthermore, social media has the potential to undermine discipline and morale within the ranks. The open nature of these platforms allows for anonymous criticism and negative discussions about military leadership, policies, and procedures. Disgruntled soldiers can quickly become a source of discontentment, affecting unit cohesion and mission readiness. Beyond internal issues, the external threats stemming from social media are equally concerning. Hostile actors often exploit these platforms to spread misinformation and sow discord. They can manipulate public sentiment, fueling anti-military sentiment and discrediting defence forces in the eyes of the public. This can lead to a decrease in public support and funding for essential military operations.

Additionally, social media platforms have been used as recruitment tools for extremist groups. These platforms can serve as a breeding ground for radical ideologies, luring impressionable individuals into the fold of terrorism. The ability to connect with like-minded individuals and access extremist content poses a significant threat to national security.

In response to these dangers, it is imperative that defence forces adapt their strategies and policies. Education and training on responsible social media use should be a fundamental aspect of military training programs. Emphasising the importance of safeguarding classified information and promoting a culture of discretion is essential.

Monitoring and addressing extremist content on social media platforms is equally crucial. Collaborative efforts between defence forces and tech companies can help identify and mitigate online radicalisation, thus reducing the risk of homegrown threats.

The defence force's public relations section should actively engage in managing the organisation's image on social media. By highlighting the positive aspects of their work and showcasing their commitment to national security, they can counter the negative narratives that hostile actors seek to spread.

In conclusion, while social media can undoubtedly be a valuable tool for communication and engagement, its unrestricted use within military environment poses a significant threat.

It is essential for defence institutions to recognise the dangers and adapt to this new digital landscape. By implementing responsible social media policies, promoting discretion, and actively countering misinformation, they can safeguard their operations, their personnel, and national security from the hidden perils of social media.





15th JSC GRADUATION

In Picture







15th JSC STUDY TOUR

In Picture

THE JUNIOR STAFF COURSE 15TH INTAKE STUDENTS conducted a study tour at various public and private institutions to gain firsthand exposure to operational capabilities, fostering a practical understanding and enriching their learning experience as part of the curriculum.



AIR DEFENCE BRIGADE



OHORONGO CEMENT FACTORY



ENGINEER REGIMENT



AIR BASE GROOTFONTEIN



NAVY



NAMIBIA PORTS AUTHORITY



SPECIAL FORCES

COURTESY VISITS



In Picture



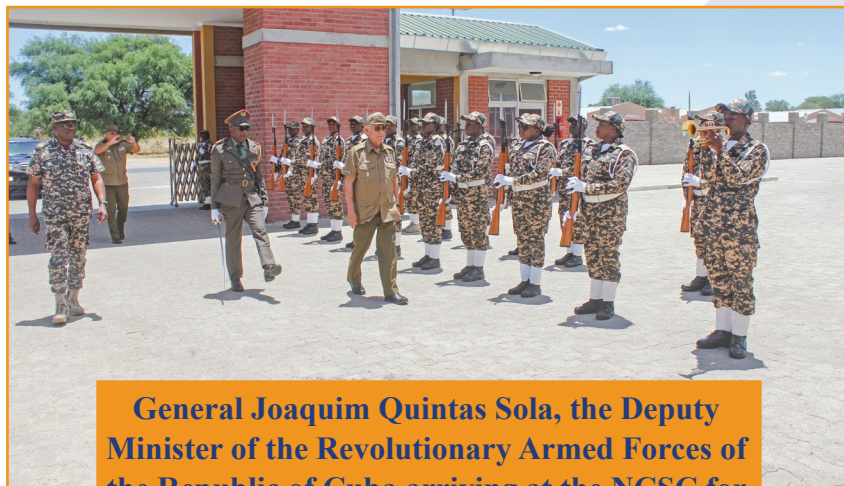
Delegation from the Ghana Staff College posing for a group photo during their courtesy visit at the NCSC amid their study tour in Namibia. Brig Gen Hendrick Hamukoshi and some of NCSC staff members including the Directing Staff, formed part of the group photo in-front of the college's Headquarters



Brig Gen Laurent Cluzel, the Superior Commander for the French Armed Forces in the Southern Indian Ocean (front row, second from left) and his delegation taking a group photo during their courtesy call at the NCSC. The Commandant of the NCSC and Brig Gen Ainima, the NDF Inspectorate General along with some of the college's staff members were captured in the photo taken at the entrance of the NCSC Head Office



Nigerian National Defence Staff College delegation joined by NCSC Commandant for a group photo during their courtesy call at the Namibia's military college as part of their study tour in Namibia



General Joaquim Quintas Sola, the Deputy Minister of the Revolutionary Armed Forces of the Republic of Cuba arriving at the NCSC for a courtesy visit on the Commandant



General Rudzani Maphwanya, Chief of South Africa National Defence Forces receiving a gift from the Commandant of the NCSC

