



The aim of the Department of Safety and Security is to prevent, combat and investigate crime, maintain public order, protect and secure the inhabitants of South Africa and their property, and uphold law enforcement.

The Department of Defence defends South Africa's territorial integrity and its people.

### Safety and security

In accordance with the Constitution of the Republic of South Africa, 1996, the Minister of Safety and Security is responsible for policing in general and is accountable to Cabinet and Parliament. Important features of the minister's responsibilities include determining national policing policy and providing civilian oversight. The following three structures fall under the Minister of Safety and Security:

- Secretariat for Safety and Security
- Independent Complaints Directorate (ICD)
- South African Police Service (SAPS).

### Secretariat for Safety and Security

In terms of the SAPS Act, 1995 (Act 68 of 1995), the Secretariat for Safety and Security's functions are to:

- advise the minister
- promote democratic accountability and transparency in the SAPS
- provide the minister with legal services and advice on constitutional matters
- monitor the implementation of policy
- conduct research on any policing matter in accordance with the instructions of the minister, and evaluate the performance of the SAPS.

### Independent Complaints Directorate

The ICD's primary role is to ensure that complaints about criminal offences, corruption and misconduct allegedly committed by SAPS and municipal police services' (MPS) members are investigated effectively. Police conduct or behaviour that is prohibited in terms of the SAPS standing orders and police regulations includes neglect of duties or improper performance of duties and failure to comply with the SAPS/MPS Code of Conduct.

The ICD has an additional mandate in respect of monitoring the SAPS' implementation of the Domestic Violence Act, 1998 (Act 116 of 1998). The ICD investigates all deaths in police custody or as a result of police action, and other criminal cases.

An investigation is conducted upon receipt of a complaint to determine any indications of criminal conduct or involvement by SAPS members. Where

there are no indications of criminal conduct or police involvement, the matter is left to the police to investigate, while the ICD monitors and supervises the investigation. If it is established that there was criminal conduct on the part of the police, the ICD conducts a full investigation.

Upon completion of an investigation, the ICD may make recommendations to the Director of Public Prosecutions about the prosecution of the SAPS/MPS member(s) implicated, and to SAPS/MPS management regarding departmental prosecution of the affected member. The ICD reports to Parliament through the Minister of Safety and Security. However, the organisation operates independently from the SAPS.

In its endeavour to make its services accessible to communities, the ICD opened two satellite offices during 2007/08: in Mthatha, Eastern Cape, and Richards Bay, KwaZulu-Natal, respectively. Four satellite offices were expected to be opened in other provinces during 2008/09. The ICD is the Secretariat of the African Policing Oversight Forum and has influenced the creation of oversight mechanisms in several African countries.

### South African Police Service

The vision of the SAPS is to create a safe and secure environment for all South Africans.

The values upheld by the SAPS are to:

- protect everyone's rights and be impartial, respectful, open and accountable to the community
- use its powers responsibly
- provide a responsible, effective and high-quality service with honesty and integrity
- evaluate its service continuously and strive to improve it
- use its resources efficiently
- develop the skills of its members through equal opportunities
- co-operate with the community, all levels of government and other role-players.

The SAPS' key aims are based on the objectives provided for in Section 205 of the Constitution of the Republic of South Africa, 1996:

- prevent, combat and investigate crime
- maintain public order
- protect and secure South Africans and their property
- uphold and enforce the law.



The department's Strategic Plan for 2005 to 2010 lays down four key strategic priorities for the medium term, namely to:

- Combat organised crime, focusing on drug- and firearm-trafficking, vehicle theft and hijacking, commercial crime and corruption.
- Combat serious and violent crime via strategies to counter the proliferation of firearms, improve safety and security in high-crime areas, combat crimes such as taxi and gang violence and faction-fighting, and maintain security at, among other things, major public events. These crimes have since been categorised as contact crimes, which relate to social-fabric crimes and violent organised crimes.
- Combat crimes against women and children focusing on rape, domestic violence, assault and child abuse.
- Improve basic service delivery by the SAPS.

Government departments are clustered into groups comprising departments with similar sectoral challenges, to promote integrated governance. The Department of Safety and Security is an integral part of the Justice, Crime Prevention and Security (JCPS) Cluster, which co-ordinates interdepartmental crime prevention and security initiatives across the Integrated Justice System (IJS).

The Government's Programme of Action priorities in relation to the SAPS are: crime reduction, including crime prevention and public safety; focusing on contact crime by, among other things, the development of social crime-prevention reduction programmes; integrated law-enforcement operations and partnerships with organs of civil society and communities; addressing organised crime; improving the effectiveness of the IJS; improving the levels of national security by, among other things, managing an overarching strategy on border security; and developing and implementing safety and security measures for the 2009 general elections as well as for the 2009 FIFA Confederations Cup and the 2010 FIFA World Cup™.

The Apex Priorities, set to enhance government's existing policies and to further improve development in the country, were announced in 2007. During 2008, the Apex Priorities were integrated into the Programme of Action. The broad Apex Priorities in relation to the SAPS involve implementing special crime-combating and security initiatives, and intensifying partnerships in the fight against crime.

The Strategic Plan 2005 to 2010 provides the strategic direction of the SAPS for a five-year period while the Annual Performance Plan,

extrapolated from the Strategic Plan 2005 to 2010, indicates the priorities and objectives that the SAPS will focus on during a particular financial year. The Annual Performance Plan for the SAPS for 2008/09 therefore extended the policing priorities and objectives within the strategic direction provided by the Strategic Plan 2005 to 2010.

## **Strategic overview and key policy developments**

### **Partnerships**

Crime prevention in South Africa is based on the principles of community policing, which involves partnerships between the community and the SAPS. Community policing was introduced in the SAPS in 1994 as an approach to policing which recognises the interdependence and shared responsibility of the police and the community in establishing safety and security. The key to this approach is the establishment of active partnerships between the police and the public through which crime and community safety issues can be jointly addressed.

Community policing forums (CPFs) are actively involved in crime-prevention and awareness programmes, and allow the SAPS to mobilise and involve communities in the fight against crime. CPFs also assist the police by mobilising partnerships with businesses. By March 2008, 1 111 CPFs were fully operating at 1 115 police stations. The National Community Policing Consultative Forum (NCPCF) represents role-players from the SAPS, the National Secretariat for Safety and Security and the provincial chairpersons of the CPFs. By mid-2008, the NCPCF was discussing the following:

- standardising the CPFs' constitution
- developing a draft communication and marketing strategy for CPFs
- developing training material for CPFs.

It is envisaged that the CPFs will be empowered to help the police become known in their communities, identify trustworthy and capable persons from their communities to be recruited into the police reservist service and mobilise volunteers who could assist the police in certain areas of policing, including trauma counselling for victims of domestic violence, and abused women and children.

The SAPS is dedicated to uplifting historically disadvantaged communities. This includes building community safety centres (CSCs) that focus on delivering basic and easily accessible services to communities, especially in deep rural areas and informal settlements.



CSCs bring together the SAPS and the departments of justice and constitutional development, correctional services, health and social development.

In line with the philosophy of community policing, sector policing is viewed as an enabling mechanism, which organises and mobilises communities on microlevel (for example within the boundaries of neighbourhoods or so-called sectors) to bring the SAPS closer to the community. Sector policing entails that, by understanding the causes of crime and the factors that enable it to take place, the police and the community join their capabilities and, in partnership, launch projects to address such causes.

Sector policing is based on the following principles:

- the geographical division of a police station area into smaller, manageable sectors, based on geographical constraints, the composition and diversity of communities and community interests and needs
- establishing sector teams, managed by a sector commander and with adequate resources to ensure the provision of an appropriate and effective policing service in a specific sector
- participation by role-players, within their areas of responsibility, in establishing safer communities
- using intelligence-driven crime prevention projects at sector level in co-operation with identified role-players
- establishing an effective communication structure in the form of a sector crime forum, as a sub-forum of the CPF, to ensure the integration and co-ordination of attempts to establish safer communities.

The focus of implementing sector policing is on the 169 high-contact crime stations. Sector policing is another area where the success of policing is reliant on active community participation. Sector policing has been implemented at 139 of the high-contact crime centres. In total 737, 24-hour sectors are in operation and are supported by 6 566 members.

However, the effectiveness of sector policing (to ensuring closer co-operation and integration with the community) entails a resource-intensive exercise and the establishment of local partnerships.

The draft Sector Policing Policy was revised during February 2008. Together with the operational strategy of the SAPS, it addresses the rural safety aspects and the needs of the total rural community, including the farming community. The

sector policing approach aims to sustain and integrate the rural safety strategy by providing properly trained and resourced capacity to implement rural safety measures. The strategy further aims to promote the effective and dedicated participation and involvement of all internal and external role-players in an integrated, joint and co-ordinated manner.

The Big Business Working Group was established in 2006. Along with Business Against Crime (BAC), it supports government in its response to the high levels of crime. In terms of this approach, business assists government in achieving a sustained, systematic and rational problem-solving response to the complexities of tackling crime challenges.

Emanating from this, the Crime Leadership Forum was established with the ministers of the six departments forming the JCPS Cluster and senior business leaders. This forum provides a platform for constructive debate and deliberations on the crime challenges facing the country, and the prioritising of approaches through which the business sector will be able to provide meaningful support to government in tackling crime.

Four working groups were established in priority areas. Priorities and work programmes were developed in each working group, namely Violent Organised Crime, Criminal Justice System (CJS) Review, Baseline Effectiveness, and Innovation. Three broad operational and co-operative initiatives deal with violent organised crime. These initiatives, facilitated and promoted by the BAC, are enhanced by the Industry Alignment Forum, which has 14 industry association members representing about 250 chief executive officers. The initiatives include the Vehicle Hijacking Project, Retail Robberies Initiative and the Cash Risk-Management Initiative.

To improve the baseline effectiveness of the CJS and the CJS Review, four broad initiatives have been identified and are facilitated by BAC. These initiatives include the Support Programme for Police Stations, the Criminal Justice Strengthening Programme, Specialised Commercial Court Centres and the Correctional Service Support Programme.

The Big Business Working Group has received innovative ideas of assistance from skilled persons interested in improving the CJS and mobilising the public against crime. Business is at present supporting a crime-prevention programme aimed at the youth in schools.



### Revised reservist system

The SAPS introduced an alternative system to the phased-out commando system to prevent a security vacuum. One of the strategies for doing this is increasing reservist numbers.

The revised system of police reservists, among other things, consolidates the SAPS sector-policing programme. It provides for four categories of reservists, namely Functional Policing, Support Services, Specialised Functional Policing (pilots, divers, social workers etc.) and Rural and Urban Sector Policing. Different categories of reservists have been established.

The category into which reservists have been appointed will determine the nature of the work that they will perform. The categories are the following:

- Category A: Functional Deployment
- Category B: Deployed as Support Personnel in Stations
- Category C: Specialised Support Personnel in Stations, for example, doctors and pilots
- Category D: Rural and Urban Safety.

During the period under review, 30 255 reservists were recruited (7 222 were recruited for Functional Deployment, 22 520 for Rural and Urban Safety and 513 for Category B and Category C). The new recruits included 292 commando members.

The main thrust of the revised system is to create a voluntary part-time professional police service. The system also provides for the call-up and payment of reservists, based on identified policing needs, specific crime threats and trends at station level. Modular outcomes-based training programmes have been completed to enhance the skills and knowledge of all reservists.

### Reducing contact crime

Government aims to reduce contact crimes by 7% to 10% a year, focusing specifically on the 169 high-contact crime stations.

Eight serious crimes are grouped together as contact crime or violent crime against victims. These crimes are murder, attempted murder, rape, assault GBH (assault with the intent to inflict grievous bodily harm), common assault, indecent assault, aggravated robbery and other robbery. The crimes in question account for 32,5% of South Africa's recorded serious crimes. A number of the contact crimes are social or domestic in nature and occur in social environments (for example, privacy of residences), which are usually outside the reach of conventional policing. These crimes usually

occur between people who know each other (for example, friends, acquaintances and relatives).

Docket analysis indicates that 89% of both assault GBH and common assault cases, 82% of murders and 76% of rapes involve people known to one another. In addition, 59% of the attempted murders occur under similar circumstances.

The crime statistics for the period 1 April 2007 to 31 March 2008 were released in June 2008.

The figures for the period were compared to the same period the previous year (1 April 2006 to 31 March 2007). It was reported that all eight contact crimes showed decreases during the reporting period. The reduction in these crimes is as follows:

- common robbery: 9,5%
- rape: 8,8%
- attempted murder: 7,5%
- robbery with aggravating circumstances: 7,4%
- common assault: 6,6%
- murder: 4,7%
- assault GBH: 4,6%
- indecent assault: 2,1%.

An overall decrease of 6,4% in the incidence of contact crimes was achieved during the period under review. Of particular significance was the decrease in robbery with aggravating circumstances by 7,4% and murder by 4,7% during this reporting period because these crimes increased during 2006/07 by 4,6% and 2,4% respectively.

Although robbery with aggravating circumstances only accounts for about 5% of contact crimes and 2% of all serious crimes, the increase in some subcategories, such as robberies at residential premises, robberies at business premises, truck hijackings and carjacking, is of extreme concern.

These subcategories showed increases of 13,5%, 47,4%, 39,6% and 4,4% respectively.

However, most of the property-related, contact-related and other serious crime categories experienced decreases.

Reductions were recorded in the incidence of malicious damage to property (-5,4%), arson (-6,6%), burglary at residential premises (-5,6%), theft of motor vehicles (-7,9%) and stock theft (-1,2%).

### Reducing violence against women and children

Deterring sexual offences against women and children is a priority for the SAPS. The objectives are to improve the rate of detection and conviction





of perpetrators, eliminate secondary victimisation, improve structures and mechanisms in support of victims of violent crimes, reduce false reporting and improve on the prevention of these crimes.

To enable the SAPS to ensure alignment and monitoring of integrated services, strategic participation was ensured in the National Child Protection Committee (it gives support to children living on the streets), National Youth Commission (it monitors implementation of the youth-development policy), Victim Charter Implementation Committee, Inter-Sectoral Steering Committee on Child Justice and the Commission on Gender Equality (it reviewed and finalised the Sexual Offences Bill). In 2007/08, six awareness campaigns were conducted in partnership with other departments, focusing on substance abuse.

During 2007, the 16 Days of Activism for No Violence against Women and Children Campaign, conducted 2 092 awareness initiatives focusing on the general public, children, the youth and vulnerable groups.

These campaigns reached about 205 276 people and 101 961 pamphlets were distributed.

Successes of crime-combating operations undertaken in support of the 16 Days of Activism Campaign included 2 049 arrests, and the confiscation of 23 firearms, various drugs and 4 933 litres of alcohol. During 2007/08, 3 848 members were trained in the Domestic Violence Learning Programme, and 609 members were trained in the Victim-Empowerment Programme (VEP). To reduce crime where alcohol, drugs and gangsterism are contributing factors, awareness campaigns were conducted to educate the community and the youth on the dangers of substance abuse. Other ongoing campaigns focused on the education of youth on gang-related crime and the dangers of peer pressure within gangs.

As part of the VEP, various victim-friendly facilities have been established and upgraded at police stations nationwide.

#### **Improving policing capacity**

The 2007/08 budget allocation was R36,4 billion, and is expected to reach R49,4 billion by 2010/11.

The strong growth in expenditure largely reflects the employment of large numbers of additional police officers, investments in capital infrastructure and concomitant resources such as the automated vehicle location system, and the security requirements for the 2010 World Cup.

To improve the capacity of the SAPS to perform its functions at ports of entry and exit, sector policing at station level and the 2010 World Cup, personnel numbers have been increasing and are expected to reach 192 000 by the end of March 2010. Police numbers are expected to be expanded to reach about 201 000 by the end of March 2011.

This will be complemented by the expansion of the department's vehicle fleet, equipment supplies, technological infrastructure and reservists.

By May 2008, there were 1 114 fully fledged police stations countrywide.

#### **Restructuring**

The restructuring of the SAPS focuses on:

- reducing policing levels from four to three, namely national, provincial and station levels
- reducing provincial and national structures to improve co-ordination, and providing functional policing and support services
- redeploying to station-level certain specialised operational policing functions to ensure crimes are investigated where they occur
- ensuring that each station has national-, provincial- and area-skilled persons to increase the leadership, management, decision-making and skill levels at stations dealing with crime challenges unique to that station
- empowering station commissioners to render a comprehensive service and effectively manage all resources
- amending accountability frameworks to assess the performance of stations and station commissioners in terms of standardised performance indicators.

The most important change will be the dissolution of area offices, which are expected to devolve to the various police stations as part of the station-empowerment strategy.

Experienced operational managers and personnel from 43 area offices in the nine provinces and from the national and provincial offices, where necessary, have been redeployed to police stations to boost their administrative and operational managerial ability and increase the staff complement.

#### **Regional and continental initiatives**

The department has provided support to government's regional and continental objectives by implementing the Southern African Development Community (SADC) Protocol on the



Control of Firearms through the Southern African Regional Police Chiefs Co-operation Organisation (SARPPCO) and the African Union (AU) Convention on the Prevention and Combating of Terrorism.

It also provides operational support and institutional capacity-building to police agencies in southern Africa through SARPPCO, for example in Rwanda.

These initiatives aim to promote development, stability and security, and have a positive impact on policing in South Africa through shared information and experiences.

The SAPS has co-operation agreements with France, Argentina, Chile, Brazil, the Russian Federation, Hungary, Egypt, China, Nigeria, Mozambique, Portugal, Swaziland and the People's Republic of China. Negotiations are ongoing to include more countries on its list of international partners against organised crime.

South Africa is among 182 countries whose police structures are affiliated to Interpol. It has a number of liaison officers based at South African missions abroad to interact continuously with its counterparts in detecting international crime.

The SAPS is involved in removing and destroying weapons and ammunition in Mozambique and the DRC. Along with the departments of defence and of foreign affairs, the SAPS is a key member in the review of a White Paper on South Africa's participation in international peace missions.

#### Technology and technical management

The primary purpose or focus of technology management is to manage and assess existing technology capabilities and acquire new technology capabilities to fulfil its mission and respond appropriately to strategic priorities.

During 2006/07, the SAPS focused on technology to enhance the improvement of the operational environment, as well as the enrichment of collaboration between the entities within the JCPS Cluster. The following technological projects were processed and managed:

- Ground Penetrating Radar: the radar responds to changes in soil conditions induced by excavations and can detect a number of items either directly or from disturbed soil conditions while displaying and recording the data on a digital video logger
- chemical detectors (Raman Spectroscopy): a hand-held device that can instantaneously identify a wide spectrum of organic compounds, inorganic compounds and aqueous solutions

In July 2008, the South African Police Service (SAPS) unveiled its plans to secure the skies, stadiums, highways, streets and tourist destinations for the 2010 FIFA World Cup™. The



security preparations include R665 million to be spent on infrastructure and R640 million on deploying tens of thousands of police officers who will patrol and police crucial venues during the tournament. Some 41 092 police officers will be deployed above those already deployed for normal policing. By July 2008, the SAPS had started procuring items needed to police the event, including water cannons, body armour, 100 BMWs for route patrols, mobile police stations for the stadiums, 300 surveillance cameras, helicopters and unmanned surveillance aircraft.

- drug-testing kits: a narcotic identification test that provides rapid identification of illegal drugs and other contraband
- X-Ray fluorescent technology: assists in the identification of illegal drug, toxic, and industrial compounds and other contraband.

The proficiency and investigative accuracy of general detectives were enhanced through introducing, processing and managing the following projects:

- Facial Recognition
- Digital In-Car Video System
- Body Worn Surveillance System
- Thermal Night Vision
- Layered Voice Analysis Technology.

#### Organisational profile

The National Commissioner heads the SAPS. Five deputy national commissioners (under whom the divisions and components of the SAPS fall) and nine provincial commissioners (under whom the provinces fall) report to the National Commissioner.

Visible Policing and Cluster Co-ordination fall under the Deputy National Commissioner: Operational Services.

The Detective Service, Crime Intelligence, Criminal Record and Forensic Science Services (FSS) fall under the Deputy National Commissioner: Crime Intelligence and Crime Detection.

The Protection and Security Service, Supply Chain Management (SCM), and the National Inspectorate fall under the Deputy National Commissioner: SCM, Protection and Security and Evaluation Services.

Career Management, Training, Legal Services, Strategic Management and Finance and Administration fall under the Deputy National



Commissioner: Human Capital Development, Legal, Financial and Administration Services

Personnel Services, Efficiency Services, Information and Systems Management (ISM), Communication and Liaison Services and Internal Audit fall under the Deputy National Commissioner: Personnel Management and Organisational Development.

### Visible Policing

Visible Policing is responsible for providing a proactive and reactive policing service. It is regarded as a line function and its components are Crime Prevention, Social-Crime Prevention, Police Emergency Services, Specialised Operations, Firearms and Liquor Control, Borderline Operations and Crime-Combating Operations.

Visible Policing is responsible for combating crime through anti-crime operations, activities at police stations, high visibility and the availability of police officials at grassroots level. It also oversees sector policing, community policing, reservists, MPS, closed-circuit television (CCTV) surveillance, borderlines and specialised police services.

Social-Crime Prevention deals with crimes affecting the social fabric of society, including crimes against women and children.

The Police Emergency Services responds to crimes in progress and provides services through dog, mounted, hostage and suicide negotiation, police diver and uniformed units such as the 10111 emergency centres and the Flying Squad.

Police Emergency Services is also responsible for optimising the Integrated Crime-Prevention Road Policing Strategy, which aims to improve safety and order in the road environment by preventing and combating criminality and lawlessness.

Firearms and Liquor Control eradicates the proliferation of firearms for use in crime and violence in South Africa. It also ensures effective compliance and enforcement of liquor-control legislation, firearm legislation and the Second Hand Goods Act, 1955 (Act 23 of 1955), to address serious, violent and contact crimes.

In 2008, during day-to-day operations, 118 514 firearms were destroyed.

Specialised Operations provides a rapid-response capacity for intervening in extreme situations where normal policing is ineffective, such as: combating public violence, stabilising serious and violent-crime incidents, policing public gatherings, rendering specialised operational support

(including the Air Wing and Special Task Force) and handling high-risk operations.

Six Robinson helicopters were procured for the SAPS Air Wing and were delivered from June 2008. These small cost-effective helicopters were deployed in provinces as a vehicle to speed up experience-building of young pilots to get them operationally ready within a short period of time. They will also contribute as an additional tool in aerial observation to combat crime. A Cessna Sovereign Jet was also introduced into the SAPS during March 2008, which enhances the SAPS' capacity to speedily transport top management and special units over longer distances whether within or outside the borders of South Africa.

Borderline Operations combats transnational crimes at air, sea and land borderlines. Land Borderline Control polices the South African land borderline. Air Borderline Control polices more than 1 000 smaller airfields and airstrips. Sea Borderline Control is responsible for policing smaller sea harbours and slipways, including the South African ocean. During 2006/07, the operational area of responsibility extended seawards by 200 nautical miles and 10 kilometres inland off the shoreline. The process of the SAPS taking over the borderline-control function from the South African National Defence Force (SANDF) is expected to be finalised in 2009.

Crime-Combating Operations combats crime and maintains public order. Mobilisation and Operational Support provides administrative support pertaining to local and external deployments and special duties.

### Cluster Co-ordination

Cluster Co-ordination is responsible for co-ordinating the planning and monitoring of identified major joint intelligence and operational structure events, namely the Confederations Cup in 2009 and the 2010 World Cup.

The Secretariat of the JCPS Cluster is responsible for the functioning of the cluster in terms of its administration and liaison with other departments regarding all interdepartmental issues, for example, the Forum of South African Directors-General, SARPCCO and the AU Standby Force.

South Africa is expected to deploy 30 000 police officers specifically to ensure the safety of visitors to the country during the 2010 World Cup. There will be one police officer to every 10 foreign tourists expected for the duration of the event. Government plans to increase the number





of police officers in the country to 192 000 by the end of 2009/10.

To maintain safety and security during the 2010 World Cup and comply with FIFA requirements, an additional amount of R665,6 million was allocated to the Department of Safety and Security in the 2007 Budget for the procurement of operational equipment such as helicopters, CCTV, radio communications, roadblocks and riot and other technical equipment.

A dedicated structure for continuous safety and security planning has been established and works in collaboration with the 2010 Organising Committee. A strategy has also been developed to co-ordinate the gathering and dissemination of intelligence. The plan is to make available police escorts for teams, referees and members of the FIFA delegation, to provide security at land, sea and air borders, routes and venues (stadiums, hotels, events and tourists attractions). The SAPS also plans to patrol routes to and from the airports, into the cities and to provide video feeds to the operational headquarters in Pretoria, using command vehicles and helicopters equipped with cameras. International police officers from every country playing in the event will also be present, wearing their own uniforms, to assist the SAPS and public.

#### **Detective Services**

Detective Services is responsible for maintaining an effective crime-investigation service. It investigates crimes and gathers all related evidence required by the prosecuting authority to redress crime, including organised crime, commercial crime and crimes against women and children.

#### **Crime Intelligence**

This division of the SAPS is responsible for centralised intelligence and for managing, co-ordinating and analysing information-gathering. It also provides technical-intelligence support to the operational components of crime intelligence and, where necessary, to other operational divisions of the SAPS.

#### **Criminal Record Centre (CRC) and Forensic Science Services**

The function of the CRC is primarily the provision of previous conviction reports to courts, while the FSS provides scientific support in the investigation of crime.

The following improvements and additions to the CRC's capacity will assist in investigating crime:

- About 60 local CRC fingerprint laboratories were upgraded to international specifications.
- A shoe-print system has been implemented to assist investigating crime.
- A "scene-of-crime" terminal has been acquired and is to be implemented as a pilot project. This terminal will provide the local CRC personnel the option of searching latent fingerprints obtained at the crime scene against the Automated Fingerprint Identification System (AFIS) database.

The CRC, in conjunction with the South African Qualifications Authority, is developing a three-year qualification in the forensic-science field. The qualification, once in place, will contribute to the international accreditation process for the CRC.

The Biology Section of the FSS has ensured that the Genetic Sample Processing System (GSPS) is now fully functional and is greatly adding to the laboratory's capacity to process DNA-related entries. It is primarily used to analyse samples where the suspect is unknown. The production of the GSPS is scheduled to reach a target of about 4 000 various DNA analyses (inclusive of isolation, amplification and fragment analyses) per week.

By using the GSPS, the laboratory will be able to ensure that more than 1 000 entries per month are finalised.

The Ballistics Section has implemented the national Integrated Ballistics Identification System (IBIS) database, which contributes to greater accuracy in the identification of firearms. A three-dimensional correlation system is being implemented, which, being part of the IBIS, will improve the accuracy of identification of firearms from about 85% to 100%.

The Chemistry Section has procured additional Liquid Chromatograph Mass Spectrometry equipment, which will be used for analysis of medicine-related entries.

The Explosives Section has ordered eight new robots that will assist explosive experts in the analysis and disarming of explosive devices.

The Scientific Analysis Section has been implementing and validating a new methodology that is being used in the profiling of precious metals handed in as exhibits in cases. This methodology enables legally produced gold, for example, to be distinguished from illegally produced gold. In cases where illegally produced precious metals are identified, the process allows the analyst to go further and identify the mine from which the precious metal originated.



The Questioned Documents Section, which is the section of the laboratory that deals with documents in dispute, has established a chemistry subsection, which will have as its main aim the analyses of ink and paper used in disputed documents. By the end of 2008, SAPS crime scene investigators were increased from 1 850 to 6 000 and forensic analysts were doubled to 2 000.

#### **Protection and Security Services**

This division comprises the VIP Protection Service, Static and Mobile Security, Railway Policing, Government Security Regulator, Ports of Entry Security and Operational Support.

The VIP Protection Service provides for the protection, while in transit, of the president, deputy president, former presidents and their spouses, national ministers, premiers, members of provincial executive committees and any other office bearer whose safety is of national importance.

This component is also responsible for protecting visiting foreign dignitaries who qualify for protection, and judges and magistrates presiding over trials where their safety may be threatened.

Static and Mobile Security provides for the protection of other local and foreign VIPs, the places in which all VIPs, including those related to the president and deputy president, are present, as well as valuable government cargo.

Railway Policing prevents and combats organised crime, serious and violent crime, and crimes against women and children in the rail environment.

The Government Security Regulator provides for security regulation, and the administration relating to national key points and strategic installations.

The Security Advisory Service is responsible for evaluating all ports of entry (harbours, airports and border ports) and auditing the physical security at all government departments and VIP's residences and offices. Ports of Entry Security is responsible for the security of all ports of entry, such as border posts, airports and harbours.

The vehicle fleet of the South African Police Service (SAPS) has been modernised and increased. In 2003, the SAPS had 27 055 vehicles. This increased to 37 617 in 2008. Police stations that have been built recently have victim-friendly facilities for the victims of sexual offences. There are 594 such facilities across the country. The personnel who render services there are mostly volunteers from the various levels of medical care and social services in South Africa.



#### **Supply Chain Management**

This division is responsible for meeting the total logistical needs of the SAPS through effective and efficient demand, acquisition, logistical, disposal and performance management.

Additional funds have been made available to procure more vehicles for the SAPS. During 2007/08, more than 8 000 vehicles were purchased. During this period, more than 5 000 vehicles were boarded. By January 2008, 159 000 bulletproof vests and 180 000 standardised firearms had been issued to SAPS members.

#### **National Inspectorate**

The National Inspectorate of the SAPS was reorganised in March 2007 to centralise command and control of all provincial evaluation capacities. Its inspection activity, unless otherwise directed by top management or special requests of provincial commissioners, is generally directed by information obtained at the Management Information Centre, where various analyses are carried out to promote intelligence-driven inspections.

#### **Career Management**

This division renders a people-centred Human Resource (HR) service to all personnel and ensures their optimal deployment.

It provides HR support and capacity-building to the SAPS, including management interventions, career coaching, career alignment and strategic workforce planning.

#### **Training**

The SAPS Training Division is responsible for provisioning of quality education, training and development in support of creating a safe and secure environment for all people in South Africa.

This is accomplished by:

- auditing in the SAPS
- determining training needs in the SAPS
- researching, designing and developing outcomes-based learning solutions
- setting and assuring quality standards
- providing basic, advanced and specialised training
- facilitating mentoring, coaching and "on-the-job" training
- facilitating international development assistance
- providing tangible management support.

The division developed 10 new programmes for the SAPS, revised two existing programmes and





implemented 12 new learning programmes during 2007/08. Some of the new learning programmes that were developed are the Learning Programme for Human Rights in Policing, the “A” Reservist Learning Programme, the Commercial Crime Learning Programme, Hostage Negotiation and the Crime Intelligence Analysis Learning Programme for SARPCCO. The Child Protection, Sexual Offences and Family Violence Learning Programme, Cyber Forensics Learning Programme, Organised Crime and the Youth Programme were all successfully implemented.

The Basic Training Learning Programme (BTLP) for new recruits is presented in three semesters, namely:

- Semester one: six months at any one of the 10 basic training institutions countrywide
- Semester two: six months of field training at a designated field-training police station
- Semester three: 12 months of probation at the point of placement.

An additional 439 field training officers were trained during 2007 to give effect to an acceptable trainer-trainee ratio in the second semester.

A total of 18 637 reservists underwent training in any of the four introductory training course options as follows:

- Option one: phase one is a 14-day uninterrupted training and phase two is practical on-the-job training
- Option two: phase one is six days’ uninterrupted training with four weekend camps and phase two is practical on-the-job training
- Option three: phase one consists of eight weekend camps and phase two is practical on-the-job training
- Option four: phase one consists of 151 sessions and phase two is practical on-the-job training.

The development of station commissioners has been identified as a priority and a new Station Management Learning Programme was specifically developed to train all station commissioners. It was envisaged that all current station commissioners will have received training before the end of 2008/09.

To support the enhancement of the crime-investigation function, the SAPS continues to focus on developing detectives by providing general, specialised and management learning programmes.

Training of detectives in the Detective Learning Programme, Family Violence, Child Abuse and Sexual Offences Investigators Learning Programme (crime against women and children),

Detective Commanders Learning Programme and Organised Crime will continue to be prioritised. Some 1 600 employees attended the Detective Learning Programme.

The implementation of the new three-month Intelligence Trade Craft Learning Programme being presented at the SAPS Training Institution, Hammanskraal, has greatly contributed to the development of members from the crime intelligence environment.

The street-survival and tactical-survival techniques learning programmes continue to provide functional members with the competencies necessary to ensure the safety of themselves and their communities in an efficient manner.

A total of 62 294 members underwent street-survival training and a further 1 101 members were trained in tactical-survival techniques.

To ensure effective policing of ports of entry, 110 members working at ports of entry were trained in border policing in 2007 and a further 200 received training in the 2008/09 financial year.

#### **Legal Services**

This division provides a legal-advisory service to the SAPS in respect of the development, interpretation, application and implementation of policy; the drafting of legislation; the management of litigious matters; the administration and management of contracts and agreements; arbitration; the management of national and international crime operations; special projects; the promotion of corporate identity and good governance; and the general administration and management of legal services.

#### **Strategic Management**

The functions of this component include facilitating the development and compilation of a strategic plan and a one-year performance plan for the SAPS, facilitating the development of operational plans in support of the strategic plan at all levels, co-ordinating the strategic implementation of plans, and co-ordinating strategic monitoring and evaluation in the SAPS.

Various plans such as the Firearms Strategy, Prevention of Attacks and Killings of Police Officials, the Corruption and Fraud Prevention Plan and the Risk-Management Strategy have been developed to assist with the implementation of strategic plans.

The component has a research unit that co-ordinates all research requests and conducts surveys.



### Finance and Administration

This division ensures that the SAPS' budget is managed cost-effectively.

It manages financial and auxiliary services and oversees the management and use of all resources in accordance with relevant directives and legislation. It has a capacity for support and interventions at national level pertaining to, among other things, managing the national SAPS Budget.

### Personnel Services

This division manages personnel-related matters in support of the operational priorities of the SAPS. It consists of the following three components:

- Employee Assistance Services maintains a professional occupational social-work service, as well as a disability and HIV- and AIDS-support service. It offers a professional spiritual-support service; conducts psychological interventions and evaluations; and manages, develops and enhances sport and recreation within the SAPS. It provides a national call-centre service and functions as a 24-hour helpline for the wellness of SAPS members.
- Personnel Provision and Maintenance comprises the Promotions and Awards, and Personnel Provision sections.
- Service Terminations and Behaviour Management comprises three sections, namely Medical Administration, Service Absence and Terminations, and Behaviour Management.

### Efficiency Services

Efficiency Services is responsible for organisational development and maintenance in the SAPS. Its functions include developing and maintaining organisational structures, working procedures and methods, and official forms and registers within the framework of the strategic objectives of the service.

Other functions include organisational and business-process analyses and design, resource establishment, facilitation of managerial processes and dealing with relevant organisational enquiries.

### Information and Systems Management

The SAPS Information Systems and Information Communications Technology (IS&ICT) Resources Strategy's three key priorities are to:

- sustain the current IS&ICT, which also includes the renewal and regular enhancement of outdated IS&ICT, and the expansion to accommodate natural growth in capacity

- improve, expand, develop, enhance and upgrade the IS&ICT resource capabilities
- procure and implement the IS&ICT resources.

The focus for 2008/09 was to address three organisational and operational concerns:

- the prevention of lost dockets
- more efficient control of vehicles
- more efficient control over firearms.

To achieve this the SAPS planned to upgrade the network and hosting services; replace outdated computer equipment and implement various systems, including the Firearm Control System to address the issuing of firearm permits to SAPS members; implement Electronic Vehicle Monitoring for Command and Control (AVL System) to ensure that SAPS vehicles are effectively dispatched; scan case dockets to prevent lost, sold or stolen dockets (E-Docket); and create video images for exhibit/identity purposes within the IJS (National Photo Image System) and Crime Intelligence Information System.

### Communication and Liaison Services

Communication and Liaison Services promotes the image of the SAPS by:

- meeting the organisation's communication needs through internal and external communication, and by dealing with the local and international media
- building community relations
- doing communication planning, research and marketing
- effectively using various mediums of communication such as POL TV, *Police File*, the *SAPS Journal*, the SAPS website and intranet
- producing training videos.

The component preserves and promotes the image, identity and heritage of the SAPS. It is responsible for the SAPS library, music services, museum protocol, and film and TV liaison.

Critical communication events include the SAPS theme "ACT Against Crime Together", which is strengthened by means of the National Anti-Crime Project of government. The project aims to mobilise communities and business towards joint partnerships for reducing levels of crime in South Africa.

This message is relayed through continued unmediated communication with all sectors of society, izimbizo and marketing campaigns. It serves to mobilise persons to ACT Against Crime Together and report criminal activities.





The 74 ports of entry (54 land ports, 11 airports, eight seaports and one dry dock) in South Africa were previously manned by about 700 police officials nationally, carrying out multi-agency functions in most cases. Since the implementation of the Border Control Security Strategy, the deployment of police officials to ports of entry has increased to 3 500 officials who are focusing primarily on crime prevention and detection, while their partners in other departments focus on their responsibilities, albeit in an integrated manner.

This number is expected to increase to more than 11 000 over the next few years. The South African authorities have been tightening up border controls and improving other security measures at most of the major ports of entry and exit (sea, air and land).

The number of illegal firearms recovered at ports of entry and exit increased from 121 in 2006/07 to 952 in 2007/08.

The number of stolen vehicles recovered at ports of entry and exit decreased from 1 045 in 2006/07 to 919 vehicles recovered in 2007/08. The value and quantity of drugs seized at ports of entry and exit increased in value from R330 million in 2006/07 to R1,5 million in 2007/08.

The value of illegal goods recovered at ports of entry and exit decreased from R193 million in 2006/07 to R1,5 billion in value of goods seized in 2007/08.

The number of arrests at ports of entry and exit for illegal firearms; stolen vehicles; drugs; illegal goods; human smuggling and trafficking; marine life resources; precious metals and stones and non-ferrous metals; increased from 30 410 in 2006/07 to 51 856 arrests in 2007/08.

Crime Line is a project in which the SAPS and the Primedia Group have joined hands to urge community members to blow the whistle on criminals. This is done by reporting criminal activity anonymously to 32211. The information received is passed on to SAPS Crime Stop offices. In August 2008, Crime Line arrests passed the 500-mark. Stolen property, drugs and counterfeited goods to the value of R20,4 billion were recovered.

### Internal Audit

Internal Audit evaluates and contributes to improving the risk management, control and governance systems of the SAPS. To achieve its objectives, the component considers the adequacy and effectiveness of controls and the likelihood of risk, and recommends improvements in areas where audits were completed.

### Business Against Crime

BAC was formed in 1996 at the request of former

President Nelson Mandela. For business to play a pivotal role in supporting government's crime-fighting initiatives, its resources and skills are needed. BAC is a Section 21 not-for-profit organisation mandated to support government in the fight against crime. The organisation is primarily funded by business-sector donations, and has a presence in seven provinces, with a national office in Johannesburg.

The BAC's vision is for a safe and secure South Africa where its people and businesses live without the threat of crime and violence.

The BAC's mission is to:

- facilitate an effective and close working relationship between government and industry in the fight against crime
- facilitate the implementation of a long-term social-crime prevention strategy with government
- partner business with international organisations to support government in the fight against crime
- facilitate the alignment of business-wide and other relevant non-governmental organisations' crime-fighting initiatives
- facilitate the achievement of government's goals for reducing crime, as set out in the National Crime-Prevention Strategy and departmental plans
- leverage resources, skills and the expertise of business to assist government in attaining an effective and efficient Criminal Justice System (CJS)
- build community and business confidence and support by communicating the successes of the fight against crime consistently and aggressively.

### Programmes

The BAC's programmes include:

- The Criminal Justice Strengthening Programme, which is designed to build, support and strengthen the Department of Justice and Constitutional Development, through the professional management of courts and court services.
- The Tiisa Thuto Programme, which seeks to teach scholars non-violent methods of conflict-resolution and positive morality, including life skills and personal values, to reduce crime and violence and improve standards of learning.
- The Support Programme for Police Stations, which aims to improve service delivery at police

- stations through effective management, best practices, and skills and capacity development.
- The Commercial Crime (including fraud and corruption) Programme, which established specialised commercial court centres (SCCCs) countrywide, staffed by specialists, to convict people awaiting trial quickly and efficiently, and secure appropriate sentences.
- The Organised Crime Programme, which aims to reduce large-scale syndicated crimes by removing the commercial benefit of trading in stolen goods, as well as ensuring the effective prosecution of offenders. The focus is on vehicle theft and hijacking, and the theft of cell-phones and copper cables.
- The reorganisation of the Department of Justice and Constitutional Development into functional business units, which have a proper management structure and accountability criteria at all levels. The programme involves implementing financial policies and procedures for managing the department in accordance with good business practice and generally accepted accounting principles.
- The Support Programme, which seeks to enhance the department's internal capacity through a number of interventions, to address overcrowding and recidivism in prisons.
- The BAC National Vehicle Crime Project, which includes the microdotting of vehicles as a measure against vehicle theft.

## Defence Department of Defence

The 1996 Constitution and the Defence Act, 2002 (Act 42 of 2002), stipulate the mandate for the Department of Defence.

*The White Paper on Defence* (1996) and the *Defence Review* (1998) articulate South Africa's post-apartheid national defence policy. These laws and policies direct and guide the functions and roles of the Department of Defence.

### Mission

The mission of the Department of Defence is to provide, manage, prepare and employ defence capabilities commensurate with the (security) needs of South Africa and its people, as regulated by the Constitution, national legislation, and parliamentary and executive direction. The department's mission success-factors involve:

- national consensus on defence
- excellent strategic direction
- excellent resource management

- effective combat and support forces
- professionalism in the conduct of operations
- successful implementation of the transformation process.

### Legislation Defence Act, 2002

The Defence Act, 2002 regulates the defence function.

### Functions

The SANDF may be employed for:

- defending South Africa, and for protecting its sovereignty and territorial integrity
- complying with South Africa's international obligations regarding international bodies and other states
- preserving life, health and property
- providing and maintaining essential services
- upholding law and order in South Africa in co-operation with the SAPS, under circumstances set out in legislation, where the SAPS is unable to maintain law and order on its own
- supporting any state department for the purpose of socio-economic upliftment
- functioning in support of national interests.

Only the President (as Commander-in-Chief) may authorise the deployment of the SANDF, in the defence of South Africa and its people, fulfilment of an international obligation or co-operation with the SAPS.

### Policy developments

The Department of Defence has recently drafted a *Defence Update* for the consideration of the executive and the legislature.

The *Defence Update* seeks to strategically align the department with the long-term strategic framework of government as adopted at the January 2008 Cabinet Lekgotla.

In addition, the *Defence Update* gives specific attention to the strategic changes that have arisen on the African continent with the establishment of the AU and the continuation of complex peacekeeping missions unfolding across Africa. The *Defence Update* also seeks to strategically capacitate the SANDF to address the challenging dynamics of peace and security on the African continent. Accordingly, the SANDF's Force Design will require defence resources for a capacity to deal with, among other things, the important tasks of peace-keeping, humanitarian assistance, disaster relief and security-sector reform.





The SANDF's Force Design is characterised by the "Core Growth-One Force" concept (the critical mass required and the integrated use of regulars and reserves), which underpins the design and management of the future force.

The *Defence Update* articulates a "Credible Force Design" that is able to meet both the constitutional obligations of defending South Africa and its people from a conventional external threat, as well as its sovereignty, territorial integrity and the divergent requirements in fulfilment of the African Agenda. The landward forces of the SANDF are the backbone of South Africa's peace and stability initiatives on the continent, which performs functions under hugely differing conditions of climate and terrain, and against a variety of complex challenges. This reality has necessitated that the landward forces become much more flexible and mobile, through a concerted capital renewal process until 2031/32. *Defence Update* thus clearly argues for the renewal of the SANDF's Landward Conventional Defence Capabilities, inclusive of both motorised and mechanised forces.

### Strategic orientation of the Department of Defence Defence Strategy

The Department of Defence's Strategy is based on the Constitution, the *White Paper on Defence*, the *Defence Review* and the National Security Strategy. The Defence Strategy articulates the functions of defence as set out in legislation and policy, which include defence and protection of the country and its people against military and non-military threats and the promotion of regional and continental security initiatives of the government.

The Defence Strategy promotes good departmental governance and the continuous improvement of defence capabilities, and also ensures that resources are provided to all required elements of the Department of Defence.

### Force preparation

The chiefs of the South African Army (SA Army), South African Airforce (SAAF), SA Navy and the South African Military Health Service (SAMHS) are responsible for providing defence capabilities in accordance with the military strategic objectives and their preparation and maintenance for mission readiness and operational employment. Each division must structure, position and maintain itself to provide forces able to participate successfully, as part of a joint or multinational grouping, in the execution of all missions.

Each formation has its own commander. A formation includes, where practical, all units and support elements related to a specific user-system type. Each formation is capable of providing a fully supported user-system to a commander responsible for the exercising and combat-readiness of land, air, maritime and military health capabilities, such as a brigade or division commander. A formation can provide the same service to a task-force commander appointed by the Chief of Joint Operations. This is a considerable improvement in cost-effectiveness, while it also provides the best way of retaining core defence capabilities, especially expertise in critical mass function. Some examples of formations established by the different services are:

- SA Army – infantry, artillery or armour formations
- SAAF – direct combat system
- SA Navy – the fleet
- SAMHS – military-health formations.

A formation's specific geographical location depends on where its combat and support units are concentrated.

### Force employment

The SANDF exists to employ military capabilities in the execution of operations. The complexity of contemporary military operations demands a high level of integration between force elements contributed by the various services of a defence force. The Chief of Joint Operations, on behalf of the Chief of the SANDF, is responsible for employing forces of the SANDF and is supported by the services and other divisions. For internal operations, nine tactical-level headquarters have

In 2008, the Military Discipline Bill was before Cabinet for approval. In essence, the Bill proposes to form a statutory basis for administration of justice in the South African National Defence Force (SANDF). The objectives of the Bill are to:



- provide for proper administration of military justice in a manner that achieves the maintenance of discipline in the SANDF and promotes equality, fairness, transparency and accountability
- establish independent military courts and appoint independent judicial officers
- ensure fair military trials of persons who appear before military courts
- promote fair treatment of persons who are subject to the Commanding Officer's disciplinary hearing
- ensure that the military legal system and all its aspects comply with the Constitution.



been established, one in each province. If required, temporary joint task force headquarters may be created for specific operations. Combat-ready units are prepared, provided and supported, as required.

### **Force support**

The preparation and employment of the SANDF is supported by the acquisition, maintenance and disposal/retirement of HR, finances, logistic supplies (including facilities and infrastructure) and information systems and which are administered by internal controls within the business rules derived from the applicable resource regulatory framework.

### **Military Strategy**

The Military Strategy of South Africa is derived from the Constitution, the *Defence Review*, the *White Paper on Defence* and the National Security Strategy.

### **Military strategic objectives**

The purpose of military strategic objectives is to defend South Africa in accordance with the United Nations (UN) Charter, which allows for any country to defend itself. This self-defence aims at protecting the country and its territorial integrity. The military strategic objectives of the SANDF are the following:

- Enhancing and maintaining comprehensive defence capabilities by providing self-defence in accordance with international law against any external aggression which endangers the stability of South Africa.
- Promoting peace, security and stability in the region and on the continent. The purpose is to provide armed forces for external deployment in accordance with international obligations, or support to enhance security of decisions by the executive.
- Supporting the people of South Africa by being employed for service in South Africa by means of operations other than war during periods when the responsible state departments do not have the capacity to do so.

### **Missions**

The SANDF uses a mission-based approach to achieve the military strategic objectives of the Department of Defence. This approach allows for wartime and peacetime missions to direct the peacetime strategy for force preparation, and to

guide joint and combined force preparation and force employment during times of conflict. The missions envisaged for the next 10 years include:

- repelling conventional and unconventional onslaught
- peace-support operations
- health support
- defence diplomacy
- special operations
- support to other government departments
- disaster relief and humanitarian assistance
- presidential tasks.

### **Military strategic concepts**

The military strategic concepts describe the procedures to be followed to meet military strategic objectives:

- Providing mission-essential training: The SANDF educates, trains and develops its soldiers in the essential skills required to execute the tasks necessary to accomplish its missions. It focuses on force training and preparation aligned with the allocated budget.
- Establishing a mission-trained force: The SANDF is to have the capability to establish a mission-trained force that can engage in specific missions. The force will be relatively small, but must ultimately be prepared according to the missions and capabilities required.
- Selective engagement where possible: The SANDF will execute all missions as ordered, but will be selective in the courses of action it will follow, the force levels it will field, as well as the capabilities and resources it will provide and maintain. It focuses on consciously taking calculated strategic and operational risks.
- Strategic positioning: This entails establishing early-warning mechanisms, such as deploying military attachés and getting involved in sub-regional institutions to enhance peace and security in the region. This supports development initiatives such as SADC and the AU.

### **Military strategic capabilities**

The SANDF's capabilities constitute the means of the strategy and consist of:

- command and control, ICT, information, intelligence, infrastructure, reconnaissance and surveillance capabilities
- light mobile capability
- conventional warfare capability
- support capability.



## Employment of the SANDF

### Conventional operations

In the event of a conventional military threat against South Africa, the broad joint concept of operations will be as follows:

- land operations: the SANDF will conduct offensive, proactive and reactive land operations directed at stopping and destroying the enemy before it can penetrate South African territory
- air operations: opposing air power will be neutralised mainly through defensive counter-air operations assisted by air-mobile land operations aimed at destroying the enemy's air force on the ground
- maritime operations: opposing maritime forces will be attacked at range, while the defence of own and friendly shipping will be enhanced by defensive patrols and escort
- SAMHS operations: during conventional operations, the SAMHS deploys its mobile formation in direct support of land, air and maritime operations.

### Non-conventional operations

The broad non-conventional concepts of operations are as follows:

- support to the SAPS in maintaining law and order will be provided by general support tasks and focused rapid-reaction operations directed at priority crime and the conduct of special operations
- border control will be exercised on land, sea and air by high-technology surveillance supported by rapid-reaction forces
- general area protection will be provided by a combination of high-density and rapid-reaction operations.

### Operational commitments

Operational commitments include:

- achieving international and regional defence co-operation aims
- executing limited peace operations
- effective land, sea and air-border control
- maintaining law and order in support of the SAPS, with special attention to combating taxi violence, robberies and heists
- controlling South African maritime areas of responsibility, including the Exclusive Economic Zone (EEZ)
- when requested, providing support to civil authorities within the scope of regulations regarding:

- the preservation of life, health and property
- the maintenance of essential services
- the provision of medical and health services
- search-and-rescue operations
- missions to the Antarctic and the southern oceans
- diplomatic initiatives
- air-transport missions, including for diplomatic commitments and scheduled departmental flights
- area-defence operation missions
- multinational and joint-force preparation missions
- special forces missions.

### Borderline control

The SANDF deploys forces in support of the SAPS along South Africa's international borders. The SANDF is gradually phasing out its role in this regard. SANDF deployment consists of an average of nine infantry companies patrolling selected stretches of the borderline as the situation demands, supported by elements of the SAMHS and the SAAF. The SAAF contributes aircraft to deploy land forces along the land borders where necessary. It also conducts reconnaissance flights along the land and sea borders to assist the SA Navy in patrolling the EEZ.

The SA Navy patrols the coastline, assisting the Department of Environmental Affairs and Tourism with the prosecution of illegal fisherfolk, while also maintaining a presence at sea, thereby deterring other criminal activities such as drug smuggling.

The SAAF further assists the Civil Aviation Authority (CAA) and the SAPS border component in reducing the incidence of illegal aircraft flights into the country, which in most cases, are involved with smuggling. The SAMHS is the confirming authority for all flight medicals for air crew registered with the CAA.

The *SAS Queen Modjadji I*, the last of three new submarines acquired by the South African Navy, left Germany in April and arrived in Simon's Town, Cape Town, in May 2008. The submarine was united with her two sister ships, the *SAS Manthatisi* and *SAS Charlotte Maxeke*, which have already been taken into service by the South African Navy.

The fleet of three submarines was bought as part of South Africa's multibillion rand strategic arms acquisition programme, in which the Navy also received four new patrol frigates as part of the package, as well as four Super Linx helicopters to be operated by the South African Air Force from the ships.



### Other defence commitments

The Department of Defence's other commitments are to:

- achieve a reasonable level of military diplomacy by:
  - placing and managing defence attachés
  - establishing and maintaining bi- and multilateral agreements
  - participating in the activities of the defence structures of multinational organisations such as the UN, AU and SADC (especially in the Interstate Defence and Security Committee)
- meet the international obligations of the Department of Defence in line with international agreements, which may include search-and-rescue and hydrography
- provide healthcare for the President and Deputy President.

### Peace operations

Based on the *White Paper on South African Participation in International Peace Missions*, the SANDF continues to support peace missions.

Some 3 000 SANDF soldiers are deployed at any given time in peace support and related operations outside South Africa's borders.

The number of South African peacekeeping operations on the African continent has increased. As an erst-while member of the African Union Peace and Security Council (AU PSC) and a non-permanent member of the United Nations Security Council (UNSC), South Africa has become a significant contributor to peacekeeping in Africa. This includes troop contributions (both military units and individuals as civilian police, military

observers and military staff officers) and mediation or facilitation. For the first time, members have also been deployed outside the African continent with, for example, the deployment of five members in support of the UN Political Mission in Nepal (UNMIN).

South Africa has also rendered assistance to a number of countries during disasters (for example, Mozambique) and elections (for example, Madagascar and Lesotho) while assistance in support of post-conflict reconstruction is ongoing in countries such as the DRC and Sudan.

### Organisational structure

The Department of Defence adheres to the principles of civil control and oversight through the Minister of Defence, through various parliamentary committees such as the Joint Standing Committee on Defence (JSCD) and the Defence Secretariat. While the minister is responsible for providing political direction to the department, the JSCD ensures that the Executive Authority (Minister of Defence) remains accountable to Parliament.

However, for day-to-day administration and the co-ordination of strategic processes, the Minister of Defence relies on the Defence Secretariat, which is the civilian component of the department.

### Secretary for Defence

In terms of the Defence Act, 2002, the Defence Secretariat is responsible for:

- supporting the Secretary for Defence in his/her capacity as the head of the department, the accounting officer for the department and the principal departmental adviser to the Minister of Defence

### SOUTH AFRICA'S INVOLVEMENT IN PEACEKEEPING OPERATIONS IN AFRICA

	2000	2001	2002	2003	2004	2005	2006	2007	2008
MONUC (DRC)	1	113	161	1 430	1 430	1 230	1 242	1 248	1 248
IEMF (DRC)				22					
TPVM (DRC)			3	3					
UNMEE (Eritrea and Ethiopia)	3	6	6	6	10	6	6	6	1
OLMEE (Eritrea and Ethiopia)	2	2	5	5	4	1	1	1	1
SAPSD (Burundi)		701	750						
AMIB (Burundi)				1 500					
ONUB (Burundi)					1 100	930	865		
BINUB (Burundi)								1	
AUPF (Burundi)					337	337	337		
AUSTF (Burundi)								750	1 000
UNMIL (Liberia)					3	3			
UNMIS (Southern Sudan)								4	4
AMIS (Southern Sudan)					10	339	620	620	
UNAMID (Sudan-Darfur)									800
Southern Sudan-Uganda								2	
Total number of personnel deployed	118	870	925	2 966	2 894	2 846	3 071	2 632	3 054

Source: *Development Indicators, 2008*



- performing any functions entrusted by the Minister of Defence to the Secretary for Defence, in particular those necessary to enhance civil control by Parliament over the Department of Defence, parliamentary committees overseeing the Department of Defence, and the Minister of Defence over the Department of Defence
- providing the SANDF with comprehensive instructions regarding the exercise of powers
- monitoring compliance with policies and directions issued by the Minister of Defence to the SANDF, and reporting on them to the minister
- ensuring discipline of, administrative control over, and the management of employees, including their effective utilisation and training
- instituting departmental investigations as may be provided for by the law.

### **Chief of the South African National Defence Force**

The functions of the Chief of the SANDF include:

- advising the Minister of Defence on any military, operational and administrative matters
- complying with directions issued by the Minister of Defence under the authority of the President, as prescribed by the Constitution
- formulating and issuing policies and doctrines
- exercising command by issuing orders, directives and instructions
- directing management and administration
- executing approved programmes of the defence budget
- employing the armed forces in accordance with legislation
- training the armed forces
- maintaining defence capabilities
- planning contingencies
- managing the defence force as a disciplined military force.

### **Defence capital programmes**

#### **Army acquisition**

By mid-2008, a total of 39 capital-acquisition projects were in various phases. The focus in the medium term will be on the light and mobile capabilities, which include:

- infantry capabilities regarding soldier systems, anti-tank capabilities and mobility together with engineer capabilities dealing with water purification and earth-moving capabilities
- upgrades of existing armour equipment
- artillery and air defence artillery projects addressing the command and control functions,

censors and weapon systems to satisfy the requirement for light and mobile forces

- battlefield surveillance as a priority while various logistics projects will ensure sustainment of the landward forces.

#### **Air Force acquisition**

The full fleet of Hawk lead-in fighter trainer aircraft has been delivered to the SAAF and flying training at Air Force Base (AFB) Makhado is progressing according to the scheduled training programme.

The first dual-seat Gripen aircraft was delivered to the SAAF in April 2008, with another four aircraft scheduled for delivery by the end of 2008. Single-seat aircraft deliveries are scheduled for the end of 2009, with final delivery of the fleet in 2011.

Twenty-four of the ordered 30 light-utility helicopters have been delivered and the aircraft have entered operational service at all the designated squadrons. All four Super Lynx maritime helicopters were delivered to the SAAF during July 2007 and, by mid-2008, the aircraft were in the final stages of verification for sea operations onboard the SA Navy's patrol corvettes.

By mid-2008, the operational test and evaluation phase was nearing completion and the aircraft were expected to be in full operational service by the end of December 2008.

Airbus Military SL announced a schedule slip of six months in the delivery of the first A400M, with another six months of risk projected. Taking this into account, the first South African A400M will be delivered at the end of 2011. Work has started to construct the new squadron facilities at AFB Waterkloof, that will house the fleet of eight aircraft.

A binational development programme for an infrared air-to-air missile between South Africa and Brazil has been launched, and progress has been made in almost every critical area of design and verification. South Africa will use this missile and Brazilian fighter aircraft after the product has gone into full production in 2011.

A capital programme aimed at the mid-life upgrade of the Pilatus Astra basic training aircraft has been initiated, and a contract for this work was expected to be awarded to Pilatus Switzerland before the end of 2008. The first prototype will be delivered within 18 months from contract placement.

The ongoing life extension programme of the dynamic components of the Oryx medium helicopter fleet was extended to include the upgrade





of some avionics and the replacement of the communications suite. This project will run over a four-year period and is expected to deliver the last upgraded aircraft by 2012.

Several smaller projects have been started, such as the replacement of the inventory of outdated pilot personal-locator beacons and the replacement of the radio-switching network for air operations. These projects will enhance existing operational capabilities and close critical gaps in mission-support systems that were hampering the successful conduct of air operations.

#### **Naval acquisition**

The four frigates, which have been commissioned and handed over to the SA Navy are:

- *SAS Amatola*
- *SAS Isandlwana*
- *SAS Spioenkop*
- *SAS Mendi*.

#### **Command and Management Information System**

The project to provide a tactical telecommunications system for the SANDF has finalised the full system's architecture and it was envisaged that formal acquisition studies of the first components to the system would commence during the course of 2008, with the commencement of the acquisition of some products in 2009.

The projects for a mobile and transportable power-provision system, static and mobile telecommunications carrier system as well as a static electronic warfare system are continuing with their respective definition phases.

The definition of the joint tactical command and control system for brigade level and lower has been completed and the process of acquiring a solution has commenced, with a planned delivery date of 2009.

#### **Special Forces Systems**

The design phase of a high-altitude parachute system has been completed and, by mid-2008, approval for continuation was being processed.

#### **South African Military Health Service System**

The biochemical defence system for both urban and conventional employment has been re-directed and by mid-2008 the definition phase was being conducted.

#### **High-level defence interventions**

##### **Defence transformation**

Defence transformation aims to:

- maximise defence capabilities through an affordable and sustainable force design and structure
- minimise defence costs using business processes, for example, engineering and restructuring of especially the support structures
- institutionalise appropriate leadership, command and management practices, philosophy and principles
- align defence policies, plans and management with overall government transformation and administrative-reform initiatives
- ensure compliance with the Public Finance Management Act (PFMA), 1999 (Act 1 of 1999), as amended by Act 29 of 1999 and National Treasury regulations.

##### **Shared defence values**

After comprehensive research, seven shared values for the department were approved:

- military professionalism
- human dignity
- integrity
- leadership
- accountability
- loyalty
- patriotism.

##### **High-level business process management**

To optimise the performance in complex organisations, such as the Department of Defence, it is vital that business processes are aligned with the organisational strategy and policy framework to make the most effective, efficient and economic use of resources.

The Department of Defence is an organisation subject to change due to, not only local but also international, political, social, economic and technological pressures. This necessitates the management of business processes to study the impact of such change quickly and effectively, and address these changes to the organisation. Business process management (BPM) facilitates the orderly and accountable change from one business architecture baseline to the next.

To practise BPM effectively and efficiently, it is essential to establish and sustain a BPM capability which comprises, among other things, a BPM policy framework, process managers, appropriate tools and highly skilled BPM practitioners.





BPM should be accommodated within the Department of Defence's management philosophy and should be practised within an organisational culture supportive of BPM.

Project Loquacious has been established to enable BPM in the Department of Defence as the most appropriate management philosophy to ensure the optimal management and use of business processes so that the Department of Defence's strategic objectives can be achieved effectively, efficiently and economically.

### **Human Resource 2010 Strategy**

A key initiative to sustain the Department of Defence's state of readiness in the context of people-centred transformation is the HR 2010 Strategy (HR 2010).

HR 2010 aims to ensure that the department has the most effective, efficient and economical HR composition of both uniformed and civilian members to deliver on its mandate and support for government.

### **Military Skills Development System (MSDS)**

The MSDS was launched in 2003 and since its inception some 20 488 South Africans have participated in it.

The MSDS aims to ensure a continuous intake of young, healthy South Africans into the SANDF to rejuvenate the Regular Force of the SANDF, as well as to supply the Reserve Force in an effort to maintain mission readiness.

There has been a 40% improvement in the rank-age profile of SANDF troops and, as the number of youth intakes increases over the next three years, the capacity of the reserves will be addressed.

The MSDS not only provides young South Africans with military skills, but also contributes to their social upliftment by providing them with skills that they will use in their civilian lives after completing their military service.

### **Bases**

Bases are lower-level structures provided by all the services. Units are generally clustered in or around bases, and share common facilities and services.

Bases exercise administrative control, but not command over attached units.

### **One Force**

"One Force" comprises the regular and reserve-

force components of the SANDF. The Regular Force consists of highly trained soldiers to operate and maintain a core capability, as well as sophisticated equipment and defence systems. The Reserve Force is the former part-time component of the SANDF. Members are trained to support the core defence commitment.

### **Resettlement**

The Directorate: Personnel Separation has executed programmes at various levels in terms of HR 2010.

The directorate serves as a nodal point for redeployment and resettlement.

The Department of Defence established the Personnel Rationalisation Advisory and Co-ordinating Committee to ensure efficient and cost-effective support programmes for resettling and redeploying the department's members and employees affected by separation.

The directorate has established and implemented the Social Plan, which addresses the reskilling and psychosocial needs of the department's employees.

Professional multidisciplinary teams execute this support programme. The HR Planning Instruction guides the process of interdepartmental transfers of redeployable members and employees.

### **Military veterans**

The Military Veterans Affairs Act, 1999 (Act 17 of 1999), came into effect on 1 February 2001. The regulations in terms of the Act were approved for promulgation by the Minister of Defence.

The minister appointed a chairperson and members of the Advisory Board on Military Veterans' Affairs from nominations received from the recognised military veterans' organisations. The President is designated as the Patron-in-Chief of all military veterans in terms of the Act.

### **Facilities, land and environment**

Facilities, Land and Environmental Management in the Department of Defence strives for the efficient management of these entities. The department has adopted the process of base conversion. The focus is on the role and responsibilities of the military process of conversion aimed at assisting role-players in closing down and re-using military bases.

The Military Integrated Training Range Guide provides military environmental managers with information that will ensure the long-term continuation of environmentally sound management





practices. It will also enhance the ability of the defence sector to sustain long-term and cost-effective range operations.

The department continues to demonstrate its responsibility as the custodian of land entrusted to it through active co-operation in government's land redistribution and restitution policies.

Over the past decade, the department has been rationalising its land portfolio and has made one-third (close to a quarter million hectares) of its original estate available for non-military use.

### **National Conventional Arms Control Committee (NCACC)**

The National Conventional Arms Control Act, 2002 (Act 41 of 2002), established the NCACC (a committee of ministers of which the Minister of Defence is a member) as a statutory body to ensure compliance with government policies in respect of arms control, and to provide guidelines and criteria to be used when assessing applications for permits.

The NCACC's Policy for the Control of Trade in Conventional Arms was promulgated in January 2004. National conventional arms-control regulations, published in May 2004, deal with applications for permits and the list of dual-use goods, technologies and munitions that are subject to control. The NCACC oversees policy and sets control mechanisms for the South African arms trade. It also ensures that arms-trade policies conform to internationally accepted practices.

Companies interested in exporting arms have to apply for export permits, after which the Ministry of Defence processes the applications. Each application is also sent for scrutiny to the relevant government departments, such as foreign affairs or trade and industry. The application is then referred to the various directors-general for their recommendations, whereafter the NCACC makes the final decision. An independent inspectorate ensures that all levels of the process are subject to independent scrutiny and supervision, and are conducted in accordance with the policies and guidelines of the NCACC. The inspectorate submits periodic reports to the JSCD.

### **Public-sector South African defence industry Armaments Corporation of South Africa (Armcor)**

Armcor is a statutory body established in accordance with the Armcor Limited Act, 2003 (Act 51

of 2003). The Minister of Defence is the executive authority responsible for Armcor. The management and control of Armcor reside with a board of directors, while its day-to-day management vests in the hands of the management board.

In executing its functions, Armcor maintains capabilities and technologies that are required to fulfil its mandate. These include appropriate programme-management systems, the Defence Industrial Participation Programme, and the management of technology projects and strategic facilities. Armcor acquires defence material for the Department of Defence and, with the approval of the Minister of Defence, for any organ of state, public entities and any sovereign state that may require such services.

Armcor renders a quality-assurance capability in support of acquisition and technology projects as well as for any other service required by the Department of Defence.

Armcor provides for a quality-assurance capability in support of acquisition and technology projects as well as for any other service required by the Department of Defence. To enhance this capability, Armcor is a certified International Organisation for Standardisation 9001:2000.

Armcor is financed mainly by an annual payment from the Department of Defence, interest received on investments, letting of its buildings, commission from stock sales and income from subsidiaries. The acquisition of arms is transparent and fully accountable. Armcor publishes the monthly *Contracts Bulletin*, which contains all requests for proposals and bids awarded. A daily electronic bulletin is also available to the industry through a secure computer network.

### **Armcor Business (Pty) Ltd**

This subsidiary of Armcor offers defence-support services of an exceptional standard to the Department of Defence.

The core of these services includes defence research and development, test and evaluation, disposal of defence material and logistic support services. To fulfil this mandate, Armcor Business is structured into three groups as outlined below.

### **Defence, Science and Technology Institute**

- The Institute for Maritime Technology aims to satisfy strategic needs for technomilitary maritime support, products and services; and to establish applicable technology and systems to further the interests of the SANDF.



- Protechnik Laboratories conducts research, and develops and implements projects in the fields of chemical and biological defence, and the non-proliferation of chemical weapons.
- The Defence Institute assists the defence community in developing informed solutions to decision-making problems over the full life-cycle of defence capabilities.
- Hazmat Protective Systems manufactures and distributes protective equipment such as filter canisters, cartridges and masks, and impregnates activated carbon.
- Ergonomics Technologies is a leading ergonomics consultancy providing a comprehensive service in ergonomics, and occupational health and safety, both locally and internationally. It is an inspection authority in occupational hygiene, approved by the Department of Labour.
- Flamengro, the Fluid and Mechanical Engineering Group, specialises in the numerical stimulation of the dynamic behaviour of fluid flow and structures, and the processing of experimental data to serve as input for improved simulations or to evaluate the accuracy of theoretical predictions.
- Armour Development provides a research and development capability for armour protection and anti-armour attacks.

#### Test and Evaluation Group

- Gerotek Test Facilities provides specialised services such as testing and evaluating vehicles and vehicle components, researching and developing vehicle-testing technologies and methods, VHF/UHF and microwave antenna-testing and evaluation, environmental testing, and verifying military products against specification. The Events Division offers restaurant, conference and development facilities, whereas the Training Division offers various driver-training courses.
- Alkantpan offers an all-purpose weapon and ammunition test range for the testing of all kinds of weaponry, ranging in calibre from 20 mm to 155 mm and larger.

#### Defence Support Group

- Armscor Defence Asset Management Centre provides decision-making support in the acquisition, operational and phasing-out phases of systems by rendering data and asset-management services.

- Defence Materiel Disposal is the appointed agent of the Department of Defence to dispose of redundant military defence equipment.
- AB Logistics Freight is a registered and accredited customs-clearing agent with the South African Revenue Service, and a member of the Federation of Freight Forwarders Associations and the South African Association of Freight Forwarders. It also enjoys authority to act as a customs-clearing agent in South Africa.

#### Denel Group of South Africa

Denel (Pty) Ltd is a state-owned company operating in the military aerospace and landward defence environment. It was incorporated as a private company in 1992 in terms of the Companies Act, 1973 (Act 61 of 1973). On behalf of the shareholder, the Minister of Public Enterprises appoints an independent board of directors, while the executive management team is responsible for the day-to-day management of the company.

Major restructuring, which started in 2005, resulted in the Denel Group now being essentially decentralised and unbundled into a holding company, with equity in several stand-alone businesses. Some of these have been corporatised, while others are in the process of being incorporated. Each of these already has its own board of directors and operates as if on its own.

Denel (Pty) Ltd as the state-owned holding company will retain equity in these businesses, varying from full ownership (100%) to minority shareholding. While the unbundling of the South African Government's defence company is key to refocusing the business, government considers Denel a strategic asset. It therefore retains a "golden share" in the businesses to protect the country's technological capabilities and ensure their role as key domestic suppliers to the SANDF.

Apart from being original equipment manufacturers in certain product categories, the Denel businesses are also engaged in the overhaul, maintenance, repair, refurbishment and upgrade of defence systems in the SANDF's arsenal. As such, they ensure a greater measure of strategic independence for the country, while providing the SANDF with the cost-effective means to undertake its role in peacekeeping and in peace-support missions beyond South Africa's borders.

Denel has developed innovative technologies in several niche areas, notably in artillery, munitions,





missiles and unmanned aerial vehicles (UAVs). Along with specific production capabilities, its businesses are well positioned to act as specialised contractors to global defence suppliers.

As a state-owned enterprise, Denel is subject to the PFMA, 1999, while being managed in accordance with sound business principles and good corporate governance.

### **Denel's core businesses and subsidiaries**

In decentralising the group structure, Denel envisages several new companies in which it would hold equity on behalf of the South African government.

As the process of incorporating the new companies unfolds, the businesses are already being managed as stand-alone companies.

In 2007/08, Denel sold a majority holding in its optronics division to German firm, Carl Zeiss, which now owns 70% in the new entity, Carl Zeiss Optronics (Pty) Ltd. Denel holds a minority holding (49%) in Turbomeca Africa (Pty) Ltd, which is in the business of the manufacturing of aircraft gearboxes and the maintenance and repair of aero-engines.

The majority shareholder is Turbomeca, which is part of the Safran Group in France. In early 2008, agreement was reached with Germany's Rheinmetall defence company for it to acquire a majority holding in Denel Munitions.

The finalisation of the transaction was expected in the second half of 2008. Denel's businesses and subsidiaries are as follows:

- **Denel Aviation:** With more than 40 years' experience in the maintenance, repair and overhaul (MRO) business, Denel Aviation has traditionally provided support services to the SAAF and the South African aviation industry. The line and heavy maintenance capabilities for fixed wing and rotary wing aircraft are complemented by maintenance workshops for mechanical, electrical and avionics aircraft components. Denel Aviation's rotary wing capabilities were enhanced by accreditation from Eurocopter in 2007. This enables Denel Aviation to give the SAAF strategically important support regarding the Oryx transport helicopter and Rooivalk attack helicopter for the next 15 years or more.
- **Denel Dynamics:** As a business dedicated to the domains of missiles and UAVs, Denel Dynamics also comprises Denel Integrated Systems Solutions, a unit responsible for the SANDF's ground-based air defence system (GBADS). During 2007/08, it agreed an equity partnership

with South African firm, ATE, in the business of UAVs. Following its earlier success with the Umkhonto-IR surface-to-air missile in Finland, Denel Dynamics also had its missile selected by the Swedish Navy. The company is continuing development on the bi-national A-Darter air-to-air missile programme with Brazil, enabling South Africa to remain at the forefront of modern missile technology development.

- **Denel-Saab Aerostructures (Pty) Ltd:** Having acquired a 20% holding in Denel's aerostructures business during 2006, Saab of Sweden is also responsible for managing the entity. This business, which is adjacent to OR Tambo International Airport, supplies aircraft detail components and aerostructure subassemblies. It also undertakes the assembly and integration of airframes. On the multinational Airbus A400M military transport programme, Denel-Saab Aerostructures is responsible for designing and building crucial parts, including the 15-m long wing-to-fuselage fairing and the interior structure of the vertical tail. It also manufactures parts for the Gripen jetfighter, while doing final assembly of the SAAF's A109 LUH helicopter. It has a long-standing contract to supply parts to Boeing for commercial airliners.
- **Denel Land Systems (DLS):** Based near Pretoria, DLS is a landward defence-system solutions business, with its primary focus on the SANDF's requirements. Where it has a competitive advantage, DLS serves international customers as system integrator and subsystem/product supplier. It is renowned for developing, producing, maintaining and upgrading infantry systems, artillery gun systems (like the renowned 155-mm G5 and G6 systems) and combat turrets, as well as small arms. Having won the R8-billion contract from Armscor to develop a new generation infantry combat vehicle (ICV) for the SA Army (Project "Hoefyster"), DLS is progressing well with the development of five variants of the "Badger" ICV, based on a Finnish Patria platform. This system will replace the army's 30-year old "Ratel" vehicle. During 2007/08, DLS was contracted to upgrade some of the SA Army's "Rooikat" combat vehicles and to develop a new long-range mortar system (Project "Acrobat").
- **Denel Munitions:** As an integrated producer of ammunition and associated chemical products, Denel Munitions has an extensive portfolio of ammunition. It ranges from small (5,56 mm to 12,7 mm) and medium calibre



(20 mm to 35 mm) to large calibre (76 mm to 155 mm) and military and commercial ammunition and includes artillery projectiles, charges and pyrotechnic carriers, mortar bombs and various subsystems. Denel Munitions also supplies critical subsystems like propellants, warheads and safety-and-arming devices for the Denel Dynamics range of missiles and guided weapons. The Denel Munitions' facilities are located in seven plants across the country, notably the Western Cape, Gauteng and the North West. In 2008, Denel Munitions' PMP plant in the west of Pretoria celebrated 70 years of manufacturing small and medium calibre ammunition. In February 2008, Rheinmetall of Germany agreed to take a majority (51%) equity holding in Denel Munitions, excluding PMP, subject to certain suspensive conditions. Denel (Pty) Ltd will retain the other shares. Denel Munitions has several partnership arrangements, notably with the US firm General Dynamics Tactical Ordnance Systems on 105-mm and 155-mm artillery projectiles and with its Europe's Nitrochemie on artillery modular charges.

- Mechem (Pty) Ltd: Now an incorporated business, Mechem is a highly successful mine-action company. It provides turnkey landmine-removal and contraband-detection services to commercial clients all over the world. As one of the largest demining contractors to the UN, Mechem has successfully conducted demining operations in support of UN peacekeeping missions in Sudan, Eritrea, the DRC and Afghanistan.
- Overberg Test Range (OTB): This versatile missile and aircraft test range at the southernmost tip of Africa specialises in in-flight systems performance measurements for the local and international aerospace industries. Its spectrum of services ranges from tests of short-range guided munitions for land, sea and air combat, to evaluations of stand-off weapons and aircraft performance. Having supported several launches for Boeing/National Aeronautics and Space Administration in 2007, OTB was contracted in 2008 to assist with the European Space Agency's launch of its "Jules Verne" spacecraft to the International Space Station. By mid-2008, OTB was the subject of a study into the possible establishment of a South African defence research institute.

### Intelligence services

There are two civilian intelligence structures,

namely the National Intelligence Agency (NIA) and the South African Secret Service (SASS).

The intelligence community provides evaluated information to:

- safeguard the Constitution
- promote the interrelated elements of security, stability, co-operation and development, both within South Africa and in relation to southern Africa
- uphold the individual rights enshrined in the Bill of Rights contained in the Constitution
- promote South Africa's ability to face foreign threats and enhance its competitiveness in a dynamic world.

### National Intelligence Agency

The National Strategic Intelligence Act, 1994 (Act 39 of 1994), defines the primary functions of the NIA as being to gather, correlate, evaluate and analyse domestic intelligence to:

- identify any threat or potential threat to the security of South Africa or its people
- supply intelligence regarding any such threat to the National Intelligence Co-ordinating Committee (Nicoc)
- gather departmental intelligence at the request of any interested department of state, and transmit such intelligence that constitutes departmental intelligence to the relevant department without delay
- fulfil the national counter-intelligence responsibility and, for this purpose, conduct and co-ordinate counter-intelligence to gather, correlate, evaluate, analyse and interpret information to identify any threat or potential threat to the security of South Africa or its people
- inform the President of any such threat
- supply (where necessary) intelligence relating to any such threat to the SAPS for the purposes of investigating any offence or alleged offence.

### South African Secret Service

Section 2(2) of the National Strategic Intelligence Act, 1994, as amended, stipulates the role of the SASS as being to:

- gather, correlate, evaluate and analyse foreign intelligence, excluding foreign military intelligence, in order to identify any threat or potential threat to the security of South Africa or its people
- supply intelligence relating to national strategic intelligence to Nicoc
- gather departmental intelligence at the request of any interested department of state and,





without delay, to evaluate and transmit such intelligence and any other intelligence at the disposal of the service and which constitutes departmental intelligence to the department concerned and to Nicoc.

### **Intelligence oversight Joint Standing Committee on Intelligence (JSCI)**

Integral to the *White Paper on Intelligence*, drafted in 1994, was the establishment of legislative oversight mechanisms. The JSCI is an oversight parliamentary body comprising members of the six largest political parties. Selection to the committee is based on proportional representation decided on by the percentage of votes received in the last national election.

The JSCI hears complaints from the public, scrutinises the finances and operations of the services, and reports to Parliament on these.

Parliamentary members serving on the JSCI take an oath of secrecy and undergo security screening to ensure that they do not compromise the work of the services in the course of performing their duties.

### **Inspector-General**

The Inspector-General monitors compliance with the Constitution, laws and policies of the country. The Office of the Inspector-General reports to the Minister of Intelligence Services.

The office reviews the activities of the services, receives and investigates complaints from the general public and the JSCI, or is tasked by the Minister of Intelligence Services.

The Inspector-General is appointed by the President following approval by two-thirds of the members of the National Assembly.

### **Other civilian intelligence structures**

#### **Office of Interception Centre (OIC)**

The Regulation of Interception of Communications and Provision of Communications-Related Information Act, 2002 (Act 70 of 2002), was implemented in 2005. In line with this, the OIC was established in July 2006. Oversight and control of this centre reside with the Minister of Intelligence Services, the JSCI and the Inspector-General. The office provides a service to all law-enforcement

agencies, alleviating duplication, pooling resources and limiting abuse of this instrument.

### **South African National Academy of Intelligence (Sanai)**

Sanai plays a central role in providing quality training to members of the intelligence services.

Training at Sanai, which was established in February 2003, is geared towards producing officers who understand the political and security realms of South Africa and Africa. The academy comprises the Academic Faculty, the Intelligence Research Institute and the ETD Support Component. Located in Mafikeng, North West, the Sanai campus is named after the late Mzwandile Piliiso, a veteran intelligence officer who played an important role in establishing a non-statutory intelligence body that served the liberation movement.

### **Intelligence Services Council (ISC)**

The ISC conducts continuous research towards developing effective and competitive working conditions for members, commensurate benefits, career options and, eventually, retirement benefits.

### **Electronic Communications Security (Pty) Ltd (Comsec)**

Comsec was established as a private company in February 2003 to ensure that critical electronic communications of government and related organs are protected and secured. Comsec's functions include securing government communications against unauthorised access and technical, electronic or any other related threats. The company will, in concurrence with the NIA, provide verification services for electronic communications security systems, products and services used by the State. Comsec strives for greater co-ordination, integration, alignment and the maintenance of communications security.

### **National Communications Centre (NCC)**

The NCC serves as an advisory structure to the Minister of Intelligence Services on matters related to signals-intelligence procurement, management and direction. This includes areas such as the Signals Intelligence Evaluation Centre and the OIC.



## Acknowledgements

BuaNews

Denel

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Secretariat for Safety and Security

South African National Defence Force

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