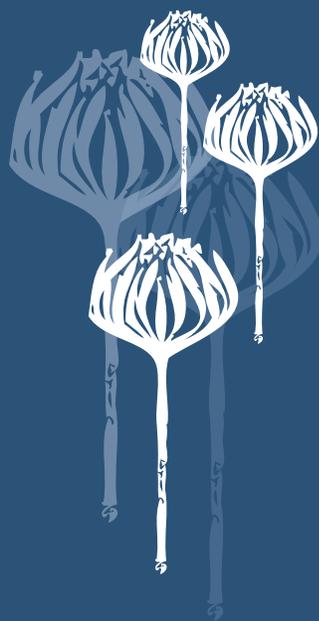




Police, defence and intelligence



**SOUTH
AFRICA**
YEARBOOK
2011/12

In October 2010, the Justice, Crime Prevention and Security Cluster (JCPS) ministers signed a delivery agreement with President Jacob Zuma. It signified the cluster's undertaking to embark on a prioritised Programme of Action towards making South Africa safe for all and attractive to visitors and investors.

The JCPS Cluster aims to have a stable, safe and thriving democratic dispensation. It is charged with ensuring that the relevant defence, police and correctional mechanisms are in place and work efficiently and effectively.

It employs a focused approach, which channels available resources towards ensuring that all people in South Africa are and feel safe (Outcome 3).

Department of Police

The Minister of Police 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. Entities reporting to the Minister of Police are the:

- Civilian Secretariat for Police (CSP)
- Independent Police Investigative Directorate (IPID)
- South African Police Service (SAPS)
- Private Security Industry Regulatory Authority.

Civilian Secretariat for Police

The CSP derives its mandate from the Constitution, which requires the Minister of Police to establish a police civilian secretariat that operates directly under the Minister's direction and authority. Historically, the CSP was governed by the SAPS Act, 1995 (Act 68 of 1995). However, in 2010/11, the Civilian Secretariat for Police Services Bill was developed and passed by Parliament to ensure that the CSP operates under separate legislation. It was initiated following a decision by the Minister of Police to strengthen civilian oversight over the police.

The objectives of the Bill include, among other things:

- providing for the establishment of a single civilian secretariat for the SAPS
- defining the objectives, functions and powers of the secretariat
- aligning the operations of the secretariat at the national and provincial spheres of government and reorganising the secretariat into an effective and efficient organ of state

- assisting the Minister in fulfilling his or her constitutional obligations
- providing the Minister with policy advice and support
- developing effective policies, strategies and partnerships such as community policing forums (CPFes)
- regulating the appointment, duties and functions, powers and the removal from office of the secretary for the police and the heads of provincial secretariats
- providing for the establishment of the Senior Management Forum and Ministerial Executive Committee
- providing for cooperation with the IPID
- providing for intervention into the affairs of provincial secretariats by the CSP.

Independent Police Investigative Directorate

The IPID's mandate is to conduct independent and impartial investigations of alleged criminality and misconduct committed by members of the SAPS and municipal police services (MPS). This mandate was expanded by the new IPID legislation signed into law by President Zuma in May 2011. This legislation mandates the IPID to:

- sharpen the focus on the types of investigations to be conducted, namely:
 - deaths in police custody
 - deaths as a result of police actions
 - complaints relating to the discharge of an official firearm by any police officer
 - rape by a police officer, whether the police officer is on or off duty
 - rape of any person while that person is in police custody
 - complaints of torture or assault against a police officer in the execution of his or her duties
 - corruption matters within the police initiated by the Executive Director on his/her own, or after the receipt of a complaint from a member of the public, or referred to the directorate by the Minister, a Member of the Executive Committee (MEC) or the Secretary
 - other matters referred to it as a result of a decision by the Executive Director, or requested by the Minister, an MEC or the Secretary.
- be notified immediately by the Station Commissioner, or any member of the SAPS or MPS, after becoming aware of any matters that must

be investigated by the directorate and to submit a written report to the IPID within 24 hours. By June 2011, the directorate was dealing with about 6 000 cases, of which approximately 2 000 were related to service delivery.

South African Police Service

The mandate of the SAPS is derived from the Constitution. The objectives of policing are:

- preventing, combating and investigating crime
- maintaining public order
- protecting and securing the inhabitants of South Africa and their property
- upholding and enforcing the law.

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

The mission of the SAPS is:

- preventing and combating anything that may threaten the safety and security of any community
- investigating any crimes that threaten the safety and security of any community
- ensuring offenders are brought to justice
- participating in efforts to address the causes of crime.

The values upheld by the SAPS are:

- protecting everyone's rights and being impartial, respectful, open and accountable to the community
- using the powers given to them in a responsible way
- providing a responsible, effective and high-quality service with honesty and integrity

- evaluating their service continuously and making every effort to improve on it
- using resources effectively, efficiently and economically
- developing the skills of all members through equal opportunity
- cooperating with all communities, all spheres of government and other relevant role players.

Organisational profile

The National Commissioner heads the SAPS. The Chief Operations Officer, four 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. By August 2011, there were 1 123 police stations country-wide. The establishment of the SAPS stood at 193 892 at the end of March 2011, including 154 748 SAPS Act, 1995 members and 39 144 Public Service Act, 1994 (Act 103 of 1994) members.

Justice, Crime Prevention and Security Cluster

The SAPS functions as an integral part of the JCPS Cluster and must adhere to its priorities. The Ministry for Performance Monitoring and Evaluation in The Presidency developed an outcome-based planning framework for the priorities contained in the Medium Term Strategic Framework (MTSF).

The Presidency, together with the JCSP Cluster, developed an outcome-based model as well as evaluation and monitoring tools to realise this broad outcome of ensuring that South Africans are and feel safe.

Outcome 3 is based on the fact that over the past few years, the Criminal Justice System (CJS) has been burdened by high volumes of crime and the varying degrees of seriousness of reported crimes. Certain serious crimes, such as murder, aggravated robbery and hijacking, have been found to undermine people's sense of safety and affect the national psyche more than any other crime. As a way of directly addressing government's Outcome 3, the CJS will focus on these crimes to restore public confidence and ensure a safe and secure society.

The related outputs within Outcome 3 are:

- addressing overall levels of serious crime, in particular contact and trio crimes, which include house robbery, business robbery and hijackings (Output 1)

In September 2011, crime statistics for the 2010/11 financial year were released.

The levels of "contact crimes" in South Africa had decreased by 6,9%. All seven categories of contact crime with reference to murder, attempted murder, sexual offences and assault with serious grievous bodily harm, common assault, aggravated robbery and common robbery, recorded a decline.

Murder was down by 6,5% and sexual offences by 3,1%. Assault with the intent to inflict grievous bodily harm dropped by 4,5%, while robbery with aggravating circumstances decreased by 12%.

There was an increase of 3,5% in drunken driving cases. In house robberies, 16 889 cases were reported, compared to the 18 786 reported in 2009/10. This was a decrease of 10,1%.

The police reported a 23,6% decrease in car hijacking and a 29,2% decrease in truck hijacking, with 413 cases reported.

One of the biggest improvements noted in the crime statistics for 2010/11 was a significant decline in bank robberies. They decreased by 58,1%, with 39 cases recorded in 2010/11, as opposed to the 93 cases recorded in 2009/10.

- improving the effectiveness and ensure the integration of the CJS (Output 2)
- combating corruption in the JCPS Cluster (Output 3)
- managing the perceptions of crime among the population and investors (outputs 4 and 5)
- safeguarding and securing the borders of South Africa through integrated border management (Output 6)
- securing the identity and status of citizens (Output 7)
- integrating information and communications technology (ICT) systems and combating cybercrime (Output 8).

Strategic Plan for 2010 – 2014

The SAPS' Strategic Plan provides a clear framework for personnel members to focus their efforts during the five-year period. It also provides the community with information on the direction of policing during this period.

The department's Strategic Plan for 2010 to 2014 lays down the key operational priorities for the medium term, namely:

- crime prevention, which includes developing and implementing an intelligence-driven, integrated and comprehensive crime-prevention strategy to reduce crime levels, specifically the trio crimes and crimes against women and children by:
 - reducing illegal firearms
 - addressing substance abuse
 - increasing the visibility of SAPS members
 - improving police response
 - mobilising the community in the fight against crime
 - establishing and building partnerships
 - further developing the Victim Empowerment Programme (VEP)
- improving regional cooperation to enhance efforts to combat crime that has the potential to affect the southern African region and the continent
- establishing the Border Management Agency
- improving the capability to respond to incidents of a public disorder or security nature
- combating corruption
- effective investigation of crime, which includes apprehending and charging known criminals
 - establishing and developing the specialised investigative capacity within the Directorate of Priority Crimes Investigation (DPCI), also known as the Hawks

There were 321 013 arrests during the 2010/11 festive season's *Operation Duty Calls*. More than 4 500 firearms were seized, including 1 697 magazines and 46 678 rounds of ammunition. Seizures included 3 638 vehicles, 11 648 kg of dagga and 19 019 Mandrax tablets.

- improving the CJS
 - increasing the capacity and professionalism of detectives investigating crime
 - establishing specialised units to deal with priority crimes, particularly crimes against women and children
 - stock theft
 - supporting the investigation of crime, including improving the collection of evidence at crime scenes and procedures for updating records of offenders convicted of crime
 - extending the capacity of the Criminal Record and Forensic Science Division
 - vetting SAPS personnel via fingerprint testing, DNA and the testing of all police firearms to curb corrupt and criminal activities within the SAPS
 - establishing war rooms in provinces that have high levels of violent organised crime
 - crime intelligence, which includes intelligence operations pertaining to serious crime (contact and trio crimes, syndicates involved in drug- and people smuggling and human trafficking)
 - capacitating crime intelligence.
- Organisational priorities for the medium term include:
- human-capital development, which includes developing and retaining skills
 - developing and implementing training courses to provide commanders at station level with operational and tactical skills, and skills to manage their personnel
 - recruiting skilled personnel
 - promoting the health and wellness of SAPS' employees
 - bolstering the progression of transformation in the SAPS (including issues such as representivity, racism, discrimination and effective discipline management)
 - improving employment equity
 - promoting gender equality within the SAPS
 - budget and resource management, which includes:
 - improving infrastructure through a structured capital works programme

- capacitating the core functions of crime prevention, investigation and detection
- procuring and distributing critical assets such as vehicles, firearms and bullet-resistant vests
- enhancing information systems and ICT, including directing information systems and ICT towards the requirements of the SAPS and the CJS.

By September 2011, the South African Police Service (SAPS) had deployed 491 planned mobile connectivity devices for tracing stolen vehicles, firearms and missing or wanted persons; and was on course with achieving the Fingerprint Exhibit Imaging target.

The SAPS was also on course with the deployment of a pilot site in Pretoria for the Forensic Science Laboratory Integrated Case Management System, which will provide an automated solution for daily activities and optimise the chain-of-custody process. The SAPS also expected the e-Docket System to be rolled out in 2011/12.

Annual Performance Plan

The SAPS Act, 1995 requires that the National Commissioner develop a one-year plan that sets out the priorities and objectives of policing for the next financial year. It provides a clear indication of the strategic priorities within the context of the prevailing financial year, the measurable objectives and targets associated with the priorities and guidelines for the implementation of the one-year focus. The plan takes into consideration the MTSF, the Medium-Term Budget Policy Statement, the SAPS Strategic Plan, the President's State of the Nation Address, the Estimates of National Expenditure, and Outcome 3 and the related outputs of the JCPS Cluster.

Key financial programmes

Based on its legislative mandate, the SAPS has been organised into five financial programmes:

- Administration regulates the overall management of the department and provides centralised support services
- Visible Policing discourages all crimes by providing a proactive and responsive policing service that will reduce the levels of priority crimes
- Detective Services contributes to the successful prosecution of crime by investigating, gathering and analysing evidence, thereby increasing the detection rate of priority crime
- Crime Intelligence contributes to neutralising crime by gathering, collating and analysing intelligence that leads to an actionable policing activity
- Protection and Security Services minimises security violations by protecting foreign and local prominent people and securing strategic interests.

Human resources planning

In 2010/11, the SAPS' personnel increased from 190 199 to 193 892. It expanded its human resources (HR) by appointing 5 844 new entry-level SAPS Act, 1995 and 1 726 Public Service

Act, 1994 personnel during 2010/11. Special emphasis was placed on increasing the number of detectives from 20 291 to 22 594 in 2010/11.

Human-resource development

The 13 in-service police-development academies; 10 basic police-development academies; and two management, leadership and international development academies countrywide provide quality strategic training to members. The Division: HR Development of the SAPS is an accredited education, training and development (ETD) provider with the Safety and Security Sector Education and Training Authority (Sasseta). Strict adherence to the stringent criteria of the Sasseta ensures the provision of value-driven ETD in the SAPS with the exponential aim of increasing productivity, enhancing internal functioning, optimising operational functioning and assuring quality policing services.

HR are developed by providing needs-based training, provided in terms of the Training Provisioning Plan, which consists of:

- entry-level training (basic training for lateral entrants)
- entry-level Basic Semester One training (basic training for new recruits)
- entry-level Basic Semester Two training (basic field training)
- management and leadership training
- operational training
- support training
- reservist training.

During 2010/11, a cumulative total of 178 870 employees (including employees who attended training in more than one category for this period) attended either entry-level training (5,6%), operational training (81,3%), support training (9,4%), and/or management and leadership training interventions (2,3%) and reservist training (1,4%).

During 2010/11, 368 trainees completed entry-level training (lateral entrants in the SAPS), 3 825

trainees completed Basic Training Semester One and 5 241 trainees completed Basic Training Semester Two.

Skills development and the retention of skills remained a priority in 2011/12. Significant emphasis was placed on training detectives. Coupled with this was the re-skilling and retraining of police to ensure quality officers as opposed to quantity were produced.

Expenditure

Expenditure increased from R36,5 billion in 2007/08 to R53,5 billion in 2010/11, at an average annual rate of 13,6%. This was due to the spending on current payments, which increased by R16,7 billion between 2007/08 and 2010/11, driven mainly by increased expenditure on employees' compensation.

Expenditure was expected to grow to R66,7 billion over the medium term due to employing additional police officers, investing in capital infrastructure and technological enhancements, especially in the forensic science and investigative functions, upgrading the ICT network, and reviewing and modernising the CJS to create an integrated criminal justice environment.

Capital investment

To increase access to communities by building/upgrading/improving police stations, 19 police facility projects were completed in 2010/11.

Core functions Visible policing

Visible policing is regarded as a line-function division of the SAPS specifically responsible for:

- combating crime through crime operations
- providing for activities at police stations
- combating crimes in the railway environment
- dealing with crimes affecting the social fabric of society, including crimes against women and children and community-based crime prevention
- providing a rapid-response service in respect of crimes in progress
- providing K9 and mounted services

Between 1 April 2010 and 31 March 2011, the Directorate for Priority Crime Investigation arrested 8 294 people and secured 5 267 convictions. In organised crime, they arrested 2 439 and secured 532 convictions. The directorate profiled and pursued the 50 most wanted suspects for armed robberies, automatic teller machine bombings, cash-in-transit and bank robberies and apprehended 49 suspects.

The South African Police Service (SAPS) strives to enhance job creation. Subsequently, the Recruitment Policy has been amended to ensure focus on quality and not quantity.

The policy moves away from a single-point decision-making authority to the involvement of community structures such as community policing forums, non-governmental organisations, schools and churches in ensuring quality recruits.

Fixed and mobile career centres are fully functioning in all provinces and at national level. These centres are monitored continuously through feedback received from the community and SAPS employees. The extent to which the centres are being used is growing steadily.

- rendering specialised services by hostage and suicide negotiators and police divers
- eradicating the proliferation of firearms for the availability and use in crime and violence
- ensuring effective compliance and enforcement of liquor-control legislation to address serious and violent crime as well as contact crime in South Africa.

Crime prevention

In 2010/11, 29 891 integrated law-enforcement operations were conducted, focusing on a number of priority areas to address the incidence of priority crime (contact crime, contact-related crime, crimes dependent on police action for detection, property-related and other serious crime).

These operations included 65 381 roadblocks and 2 063 923 stop-and-search operations. More than 1,4 million arrests were made, which included 688 937 arrests for priority crime.

In 2010/11, 72 707 vehicles were stolen and robbed in South Africa, of which 33 638 vehicles were recovered.

During 2010/11, 92 620 arrests were made for drug-related crime during integrated law-enforcement operations.

Cannabis remains the primary drug of abuse. Between April 2010 and March 2011, the SAPS seized more than 179 716 kg of cannabis and 251 227 cannabis plants. Some 282 880 Mandrax tablets, 73 952 kg of cocaine, 62 832 kg of heroin, 11 374 ecstasy tablets and 163 928 kg of crystal meth were also seized during police action.

In addition, 13 of 45 organised crime project investigations, specifically focusing on illicit drug trafficking, were successfully terminated in 2010/11, resulting in the arrest of 45 leaders and runners and the confiscation of 13 342 738 kg of cocaine, 246 544 kg of crack cocaine, 29 551 184 kg of cannabis, 52 602 kg of crystal meth, 1 357 kg of heroin, 32 088 kg of Cat, 970

ecstasy tablets, 623 180 Mandrax tablets and 19 704 kg in chemicals. Thirty-two clandestine drug laboratories were also dismantled.

In 2010/11, the DPCI's successes included:

- A R83-million trans-shipment container destined for Zimbabwe from Paraguay being intercepted in the Eastern Cape and 166,3 kg of cocaine being seized in August 2010, which culminated in the arrest of several members of an international drug-trafficking organisation.
- In December 2010, a ship was intercepted in Knysna harbour with 1,7 t of cocaine valued at R510 million on board, which resulted in five arrests.
- The Hawks, together with the United Arab Emirates, British Serious Organised Crime Agency and the Dutch National Crime Squad, conducted a joint operation targeting an international drug-trafficking organisation. In December 2010, a controlled delivery was executed, culminating in the seizure of cocaine and Mandrax valued at about R100 million. Simultaneous arrests were effected in Dubai, the Netherlands and South Africa, resulting in the arrest of 14 suspects.
- In April 2011, the SAPS uncovered one of the largest covert drug operations in South Africa, seizing chemicals and equipment worth more than R2 billion, as well as a large quantity of cocaine. Chemicals that could have been used to manufacture two million Mandrax tablets and equipment to the value of R10 million were seized.
- In a separate incident at the OR Tambo Airport, Gauteng, members of the SAPS Crime Intelligence Unit confiscated cocaine to the value of R12 million.

Programmes in support of interdepartmental initiatives to improve services to women and children and reduce crime

The SAPS contributes to and participates in various initiatives to improve services to victims of crime relating to gender-based violence, children and youth at risk, the Domestic Violence Programme, the VEP and the Local Crime Prevention Development Programme.

The SAPS participates in various task teams such as the Interdepartmental Management Team for Rape and Sexual Offences Programme, the Interdepartmental Task Team on Domestic Violence, the Intersectoral Steering Committee for Child Justice and the Interdepartmental Youth Committee.

During 2010/11:

- 1 117 SAPS members were trained in the Sexual Offences First Responders Course, aimed at first responders to sexual offences
- 1 983 members were trained in the Domestic Violence Programme to ensure that service delivery by SAPS members to the community complies with the Domestic Violence Act, 1998 (Act 116 of 1998)
- 15 891 members were trained to deal with children in conflict with the law and children in need of care and protection
- 1 018 members received training in the VEP to sensitise police officials to the needs of crime victims.

An audit of the number of victim support rooms (VSRs) countrywide was conducted during 2010/11. The audit included VSRs at satellite police stations; contact points; railway police stations and mobile units; airport police stations; family violence, child protection and sexual offences units; and existing police stations.

During 2010/11, 10 additional VSRs were established, bringing the number of functioning VSRs to 900. These facilities are used for the consultation of victims of sexual offences, child abuse and domestic violence, interviews and statement-taking.

The SAPS continues to support the implementation of the Comprehensive Rural Development Programme and the Urban Renewal Programme by working with police stations in nodes to improve access to policing, police ser-

The South African Police Service (SAPS) finalised its *Youth Crime Prevention Manual*, which will guide police stations on the partnerships they need to engage in to ensure young people build resilience and resistance against crime.

The partnership between the Department of Basic Education and the SAPS continued in 2010/11 and led to a draft protocol between the two departments.

The School Safety Programme addresses both the immediate safety concerns of school communities and provides a platform for the SAPS to contribute to education as a long-term investment in safe and sustainable communities.

vice delivery and integrated community safety programmes.

Community policing

Community policing is a concept that guides police-management styles and operational strategies. It emphasises the establishment of police-community partnerships and a problem-solving approach responsive to the needs of the community. It is based on the assumption that the objectives of the SAPS can only be achieved through the collaborative effort of the SAPS, other government institutions, the organisations and structures of civic society and individual citizens.

A major objective of community policing is to establish an active partnership between the police and the community through which crime, service delivery and police-community relations can jointly be analysed and appropriate solutions designed and implemented. This, however, requires that the police should strive consciously to create an atmosphere in which potential community partners are willing and able to cooperate with them.

Police/community partnerships have been structured by means of CPFs, with the aim to promote the local accountability of the police and enlist the cooperation of communities with the SAPS. By the end of March 2011, 1 118 functioning CPFs had been established at police stations.

Sector policing

Sector policing is an operational policing tool adopted in terms of the SAPS' community policing approach. It provides for practical policing practices to complement community participation in accordance with policing needs and community requirements, and links to CPFs.

By March 2011, sector policing had been rolled out to 986 police stations countrywide.

Rural safety

During 2010/11, a comprehensive Rural Safety Strategy to enhance safety and security, accessibility to policing and service delivery to rural communities was approved by the Minister of Police. The aim of the strategy is to address rural safety as part of an integrated and holistic day-to-day crime-prevention approach based on the principles of sector policing. The strategy is based on four pillars:

- improving and enhancing service delivery at local level
- enhancing cooperation and coordination among all role players
- improving community safety awareness in rural areas
- rural development.

Reservists

As part of cooperative police-community relations, reservists are being used to support the SAPS in combating crime. The reservist system provides for the active involvement of the community in policing and supports a solution-oriented approach.

In support of the recruitment of qualifying reservists as permanent members of the SAPS, 1 245 reservists were appointed in terms of the SAPS Act, 1995 and 332 in terms of the Public Service Act, 1994.

By March 2011, the Reserve Police Force stood at 64 360 reservists. A 2010/11 audit revealed that only 26 259 were considered active reservists, performing at least 16 hours of duty per month.

In 2010/11, 2 532 reservists were trained. In addition, short skills programmes on topics such as the administration of community service centres, crime investigation, crime prevention and street survival were presented to improve the skills and knowledge of reservists in performing policing duties.

In March 2011, the Police Reservist Policy was reviewed to improve the management of reservists and change selection criteria.

Crime Stop and Primedia Crime Line

Crime Stop is a call centre responsible for collecting information on criminal activity from the public. When phoning 08600 10111, members of the public are assisted by trained interviewing specialists to pass on information about criminal activity to the SAPS. In 2010/11, the call centre received 168 560 calls and 686 web tips, which led to 226 positive cases.

Crime Line is a partnership between the Primedia Group and the SAPS, launched in June 2007. It gives members of the community the opportunity to blow the whistle on crime by reporting it anonymously via SMS to the number 32211

or the website www.crimeline.co.za. In 2010/11, 1 257 SMS tips and 632 web tips were received, which led to 73 prosecuted cases. Goods valued at R4 million were recovered and 116 arrests made.

In 2011, the SAPS signed a Memorandum of Understanding (MoU) with Business Against Crime South Africa, which focuses on improving service-delivery at community service centres and 10111 centres.

Emergency response services

The Police Emergency Services respond to crimes in progress and provide services through:

- dog units
- mounted units
- hostage and suicide negotiation units
- police diver units
- uniformed units such as the 10111 emergency centres and the Flying Squad.

The Police Emergency Services are 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.

Railway policing

Railway policing prevents and fights crime in the rail environment.

The Railway Police function was reintroduced in the SAPS in 2004. As part of the pilot project and roll-out plan, 24 railway police stations and six provincial command structures had to be built in the Metrorail environment between 2004 and 2010. During this period, 29 completed facilities were handed over to the SAPS.

A total of 2 644 railway police employees have been deployed for Metrorail and 663 for Mainline Services.

In 2010/11, contact crime decreased by 37% in the railway environment.

Firearms and liquor control unit

The Firearms and Liquor Control Unit addresses the abundance of firearms for use in crime and violence in South Africa. It also ensures compliance and effective enforcement of firearms, liquor and second-hand goods control legislation.

In December 2010, the Minister of Police, Mr Nathi Mthethwa, announced the amendment of the Firearms Control Act, 2006 (Act 28 of 2006), which primarily provides for owners of

muzzle-loading firearms to apply for competency certificates for such firearms.

The amendment of this Act also provides for the renewal of competency certificates within a period of at least 90 days before the expiry of the certificate. Furthermore, the period of validity of licences and permits was also amended.

A task team was appointed to finalise the backlog of applications and simultaneously deal with new applications. A nine-month turnaround strategy was developed by the Central Firearms Registry (CFR) together with the CSP to address all outstanding backlogs.

This contributed to the improvement of service delivery at the CFR and has strengthened the relationship among the various role players. In 2010/11, the SAPS processed 268 459 firearm licence renewals and 240 422 competency certifications.

The accreditation of business entities, associations and organisations is integral to the implementation of firearm-control legislation in South Africa. A total of 1 936 institutions, including training-providers, shooting ranges, hunting associations and sport-shooting organisations are now accredited.

During 2010/11, 7 888 stolen or lost firearms, whose serial numbers could be linked to firearm owners in South Africa, were recovered. The tracing of illegal firearms and testing for legal compliance remains a priority for the SAPS.

To address the proliferation of firearms, a total of 19 357 firearms and 255 924 rounds of ammunition were recovered during day-to-day and special operations. Over 10 260 arrests were made for illegal possession of firearms during law-enforcement operations.

Specific procedures are in place for legal firearm owners to surrender firearms and ammunition voluntarily to the SAPS for destruction. In 2010/11, 20 404 legal firearms and 175 944 legal rounds of ammunition were handed in voluntarily, and 46 527 firearms were destroyed.

Joint liquor-compliance operations conducted in 2010/11 by the SAPS, the National Liquor Authority, provincial liquor authorities, metro policing authorities and other relevant departments in Gauteng, Limpopo, the Northern Cape and KwaZulu-Natal resulted in the closure of 18 883 unlicensed liquor premises and the confiscation of 1,2 million litres of liquor.

The process, instituted in November 2010 to address concerns about the implementation of

the Firearms Control Act, 2006, was continued in 2011. Processes and procedures have been developed to deal with the inflow and outflow of applications. Management of personnel and resources was improved.

Progress was made in clearing the backlog of applications for firearm licences, with the process finalised by July 2011.

The number of approved firearm licence applications between 1 October 2010 and 18 April 2011 totalled 46 374, while 39 851 applications were rejected.

Operational response services

The Operational Response Services Division provides for specialised interventions and polices South Africa's borders.

It is regarded as a line-function division of the SAPS specifically responsible for:

- maintaining public order
- conducting medium-to-high and high-risk operations
- stabilising volatile situations
- preventing cross-border crimes
- providing a diplomatic policing service.

Specialised interventions

Specialised intervention units provide for a rapid-response capability by intervening in extreme situations where normal policing requires additional support.

There are four national intervention units countrywide that deal with medium- to high-risk operations, which include stabilising serious and violent crime incidents (volatile situations), escorting dangerous criminals, safeguarding VIPs and special events and providing specialised operational support to police stations and other government departments. In 2010/11, 1 960 interventions were conducted.

The Special Task Force provides a rapid-response capability by intervening in extreme situations, which include hostage situations, interventions to combat urban and rural terror, organised crime, serious and violent crime incidents, crimes against women and children and search-and-rescue operations. In 2010/11, the task force intervened in 196 extreme situations.

The policing of dangerous situations involving civil unrest remains a challenge for the SAPS, requiring the mobilisation of significant numbers of personnel.

The crime-combating intervention capacity within the SAPS deals with combating crime and maintaining public order. This involves monitoring various major incidents such as strikes and public gatherings.

During 2010/11, 12 651 crowd-related incidents were recorded, including 11 680 peaceful incidents such as assemblies, gatherings, meetings and demonstrations. Violence erupted at 971 unrest-related incidents, where SAPS action was required to restore peace and order, leading to 3 671 arrests.

The SAPS renders specialised policing services to neighbouring countries, which includes the deployment of members in peacekeeping missions and cross-border operations.

In 2010/11, 154 members were deployed to Sudan to assist in developing proactive public confidence-building measures to establish and maintain contact with the local police authorities by collaborating in day-to-day activities, performing village and town patrols with Sudanese police, and monitoring and reporting on the effectiveness of the local police.

The Diplomatic Policing Unit's main responsibility is to create a safe and secure environment for the foreign diplomatic community in Pretoria. Services are being extended to include consular offices and officials in Johannesburg, Durban and Cape Town. The unit patrols and visits diplomatic premises on a 24-hour basis and serves embassies, high commissions and international organisations. Various complaints, motor-vehicle accidents and the policing and safeguarding of official diplomatic functions were attended to.

In 2010/11, the SAPS' 37 helicopters and 14 aeroplanes flew 8 463 hours, of which 6 715 hours were flown exclusively for crime-related matters such as call-outs, crime-prevention operations, information-driven operations, assistance to foreign countries, and special-forces operations.

Border security

Borderline Operations combat cross-border crimes at air, sea and land borders. Land Borderline Control polices the South African land border, while Air Borderline Control polices more than 1 200 smaller airfields and airstrips. Sea Borderline Control is responsible for policing smaller sea harbours and slipways, including the South African ocean. Its operational area of responsibility extends seawards by 200 nautical miles and 10 km inland off the shoreline.

Following the decision taken in 2009 to reinstate members of the South African National Defence Force (SANDF) to render borderline control, the following borderline bases were handed over to the SANDF from December 2010: Swartwater, Rooibokkraal, Pontdrift, Musina and Madimbo (Limpopo); Sandrivier, Macadamia and Zonstraal (Mpumalanga); Pongola and Ndumo (KwaZulu-Natal); and Ladybrand (Free State). Borderline bases at Beitbridge (Limpopo), Muzi (KwaZulu-Natal) and Blenheim (Free State) were closed down.

Ports of entry provide for security at border posts, airports and harbours. Eight seaports, 53 land ports, one dry port and 10 international airports are operational. To enhance national security and territorial integrity, the SAPS conducted 4 008 planned crime-prevention and combating actions at ports of entry. These operations and day-to-day activities contributed to various arrests and seizures.

The Border Control Operational Coordinating Committee (BCOCC) is a subcommittee of the JCPS Cluster and was mandated in 2005 to manage and coordinate the ports-of-entry environment. The BCOCC's mandate as a coordinating structure extends to all sea, land and airports ports of entry and exit. During peak seasons, including the Easter period, the festive season and major events, the SAPS participates in intensified crime-prevention measures to monitor trends in the movement of goods and people, employ contingency plans and ensure the swift processing of travellers at various ports of entry.

Detective services

The Detective Services Branch 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.

In April 2011, South Africa's police officers who had gone beyond the call of duty received recognition for their brave acts.

The SAPS Gold Cross Bravery Medal was awarded to Lieutenant Colonel S Williams and Warrant Officer PG Odendaal for rescuing the occupants of a burning vehicle.

Constable AD McLean and student Constable JG Michael were awarded the SAPS Silver Cross Bravery Medal for entering a burning house and saving a four-year-old girl from the blaze.

General investigations

General Investigations accommodates detectives who are based at police stations. It investigates crimes of a general nature.

During 2010/11, 2 071 487 serious and violent crime cases were reported to the SAPS. Some 1 092 861 charges were detected and 155 933 case dockets were court-ready.

The total number of charges reported for crimes against women (18 years and older) decreased by 10,9%. Some 159 440 cases were detected, while 26 922 case dockets being court-ready.

The total number of charges reported for crimes against children (under 18 years) decreased by 12,57%, with 5 267 cases investigated and 12 549 case dockets were court-ready.

The Family Violence, Child Protection and Sexual Offences Unit (FCS) was re-established in June 2010. By March 2011, all 176 clusters had an FCS unit. In total, 1 864 police officials and 218 support staff were placed at these units.

The functioning of the units has yielded promising results. Community participation has also contributed positively towards arrests and convictions.

By October 2011, the FCS units had secured 306 convictions for life sentences and over 20 000 years' imprisonment for crimes against women and children.

Specialised investigations

The DPCI, or Hawks, investigates cases relating to organised crime, serious and violent crime, commercial crime and corruption.

Organised crime spans a wide area:

- illegal drugs
- plundering precious metals and diamonds
- smuggling firearms and weapons
- human trafficking
- money laundering
- specific violent crime
- vehicle-related crime
- endangered species
- crimes against the State.

In 2010/11, the SAPS' Organised Crime Unit identified and investigated 179 organised crime groups, composed of 492 targets. Fifty-seven of these groups were successfully terminated, resulting in the arrest of 282 suspects.

Commercial crime refers to fraud, forgery and uttering, theft of trust money or funds that have been manipulated to such an extent that the services of a chartered account are required; and the

enforcement of 54 Acts of Parliament, including the Companies Act, 1973 (Act 61 of 1973), the Close Corporations Act, 1984 (Act 69 of 1984), the Counterfeit Goods Act, 1997 (Act 94 of 1997), the Banks Act, 1990 (Act 94 of 1990), and others. During 2010/11, the DPCI received 28 720 cases compared to 30 114 in 2009/10.

Criminal records and forensic sciences

The function of the Criminal Record Centre (CRC) is to identify and confirm any previous convictions of suspects in crimes being investigated by the SAPS.

During 2010/11, the CRC received 1 206 333 crime-related fingerprint enquiries for possible identification and/or confirmation compared to 1 181 797 in 2009/10. Of the enquiries received, 595 707 (49,4%) resulted in previous convictions being identified and/or confirmed.

In total, 1 163 209 commercial/non-criminal-related enquiries were received. These enquiries are made to determine whether or not persons applying for, among other things, firearm licences, professional drivers' permits and employment, have any previous convictions.

Upgrading the Automated Fingerprint Identification System has resulted in a faster response time, allowing for search results to be returned faster to the remote sites. It completes between 11 000 and 12 000 searches in a 15-hour period, compared to the previous 8 750 searches in a 22-hour period.

The Forensic Science Laboratory (FSL) renders a support service to investigating officers by analysing any physical evidence that is collected from various crime scenes. In 2010/11, it received 260 826 entries and analysed 318 665 entries (owing to a backlog from previous years), including:

- ballistic evidence
- scientific and chemical substances
- biological material, e.g. DNA analyses
- questioned documents.

The backlog at the FSL is a priority. Between 2009/10 and 2010/2011, the overall backlog decreased by 66%, from 59 023 entries to 16 200.

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. Through its various national and provincial-linked components, Crime Intelligence has established coverage throughout the country, extending to station level. Cooperation with foreign law-enforcement agencies is done through platforms such as Interpol and the South African Regional Police Chiefs Cooperation Organisation. This extends the range of crime intelligence beyond the national borders.

In 2010/11, a total of 13 351 cluster operations (police-investigation and intelligence-gathering techniques, which include the detection, investigation, uncovering and/or prevention of criminal conduct) and 11 033 ad hoc operations (police investigations not part of a registered undercover or network operation) were conducted.

Protection and security services

The VIP Protection Service provides for the protection of the President, Deputy President, former presidents and other identified VIPs while in transit.

During 2010/11, VIP Protection Services provided protection to 229 presidential, national and provincial dignitaries; and 204 foreign dignitaries, including heads of state who visited South Africa.

Static Guard Services protects VIPs and their property, and other identified government buildings. Protection was provided to 28 installations/government buildings and 93 presidential and national ministerial residences in 2010/11.

Mobile Operations is responsible for safeguarding valuable government cargo (with material or monetary value with considerable importance or quality such as cash currency, gold bullion and currency printing material) and/or dangerous government cargo (causing danger, risk or harm such as explosives and ammunition, nuclear material, firearms and drugs). In 2010/11, 214 loads of cargo were protected.

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

Department of Defence and Military Veterans Defence posture

The SANDF will have a defensive orientation and a non-threatening posture in accordance with the

White Paper on National Defence of the Republic of South Africa.

Defence mandate

According to the summary of the mandate of the Department of Defence and Military Veterans in the Constitution, the primary object of the Defence Force is to defend and protect South Africa, its territory and its people in accordance with the Constitution and the principles of international law regulating the use of force. The mandate is given substance by the Defence Act, 2002 (Act 42 of 2002), as amended, the General Regulations, the *White Paper on Defence, (1996)*, the *Defence Review (1998)* and delegated legislation.

Mission success factors (MSFs)

For the Department of Defence and Military Veterans to achieve its mission, it is essential that it is managed strategically. As part of this process, certain factors that are fundamental to achieving success were identified. The department's MSFs are:

- national consensus on defence
- strategic direction
- resource management
- combat and support forces
- professionalism in the conduct of operations
- implementation of the transformation process.

Functions

The role and mandate of the SANDF in the defence of South Africa and its people is a direct derivative from the Constitution and the Defence Act, 2002, stating that the SANDF may be employed for service in:

- the defence of South Africa, for the protection of its sovereignty and territorial integrity
- compliance with the international obligations of South Africa with regard to international bodies and other states
- the preservation of life, health or property
- the provision or maintenance of 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
- support of any department of state for the purpose of socio-economic upliftment
- order to effect national border safeguarding.

Strategic orientation Defence Strategy

The Defence Strategy provides the strategic direction for the achievement of the department's core objectives that are aimed at attaining its vision.

Taking cognisance of the rapidly changing geostrategic and macro-economic environment that places limitations on the defence capability to respond appropriately, the Defence Strategy endeavours to meet these ever-changing challenges, especially since they have implications for human security. The strategy acknowledges that many of the human security threats are non-military in nature.

The foundation of democratic governance has been characterised by efforts aimed at pioneering the institutionalisation of civil-military relations. The Defence Strategy strengthens and consolidates the sound basis upon which civil-military relations are founded. It underscores the need for the requisite resources to provide for both the core and other functions of the Department of Defence and Military Veterans, as prescribed in sections 200 and 204 of the Constitution.

Force preparation

The chiefs of the South African Army (SA Army), South African Air Force (SAAF), South African Navy (SAN) and the South African Military Health Service (SAMHS) are responsible for providing combat-ready defence capabilities in accordance with the military strategic objectives and operational requirements. Each (staff) division must structure, position and maintain itself to provide forces able to participate successfully, as part of a joint, interdepartmental and multinational grouping, in the execution of all missions.

Each formation has its own commander. A group system includes, where practical, all units and support elements related to a specific user-system type. Each group system/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 group system/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 group system/formations established by the different services are:

- SA Army – infantry, artillery or armour formations
- SAAF – air capabilities within the Air Command
- SAN – fleet command
- SAMHS – military-health formations.

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

Force employment

The SANDF exists to employ military capabilities during 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 SA Army, SAAF, SAN and other divisions. For internal operations, nine tactical-level headquarters have been established, one in each province. If required, temporary joint task-force headquarters may be created for specific operations. Services and divisions are responsible for preparing, providing and supporting combat-ready units as and when required for employment by the Chief of Joint Operations.

Force support

The preparation and employment of the SANDF is supported by the management of finances as well as the acquisition, maintenance and disposal/retirement of HR, finances, logistic supplies 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 *White Paper on Defence (1996)*, the *Defence Review (1998)* 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:

- 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 Southern African Development Community region (SADC) 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 national executive.
- Supporting the people of South Africa by being employed for service in this country 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 and Military Veterans. This approach allows for wartime and peacetime missions to direct the Peacetime Strategy for Force Preparation, and to guide joint, inter-departmental, inter-agency and multinational force preparation as well as force employment during times of conflict. The missions include:

- countering a conventional, unconventional or non-conventional threat or attack
- 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 that the SANDF is willing to proactively establish a sound security environment, supported by influencing military foreign relations actions and the pre-placement of appropriate military capabilities in support of foreign-relations initiatives.

Military strategic capabilities

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

- command and control, communications, computers, information, intelligence, infrastructure, reconnaissance and surveillance capabilities
- light mobile capability
- conventional warfare capability
- effective and appropriate support capabilities.

Employment of the SANDF Operational commitments

Operational commitments include:

- achieving international and regional defence cooperation aims
- executing peace-support operations
- effective land-, sea- and air-border control
- maintaining law and order in support of the SAPS
- controlling South African maritime areas of responsibility, including the Exclusive Economic Zone
- when requested, providing support to civil authorities within the scope of regulations regarding:
 - preserving life, health and property
 - maintaining essential services
 - providing 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
- joint, interdepartmental and multinational force-preparation missions
- special forces missions.

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
- air operations: opposing air power will be neutralised mainly by the employment of offensive and defensive counter-air operations assisted by air-mobile land operations aimed at destroying the adversary 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
- general area protection will be provided by a combination of high-density and rapid-reaction operations.

Border safeguarding

Border safeguarding entails the following:

- Deploying permanent self-supported and sustained light mobile forces on all geographical borders throughout South Africa.
- Deploying air and maritime assets to control the maritime environment and enforce state authority at sea.
- Employing air and landward assets to enhance the integrity of the air space, assist with air-space control and enforce state authority.

- Employing mobile ground, air and maritime sensors to enhance detection, and support interdepartmental and multinational operations.
- Deploying information warfare capabilities to support border safeguarding operations.
- If necessary, limited military operations to intercept and interdict the identified adversary can be conducted using available land, air, maritime and special forces capabilities. This requires a high degree of interdepartmental and regional cooperation.

The phased return of the SANDF to cover the over 4 471 km of land border between South Africa and Botswana, Lesotho, Mozambique, Namibia and Zimbabwe has strengthened the safety of South African citizens and those of the SADC.

Four companies have been deployed and are respectively based at Musina and Pontdrift along the Zimbabwe/Botswana/South African border, Macadamia along the Mozambique/Mpumalanga border and Ndumo along the Mozambique/Kwa-Zulu-Natal border. The SANDF will be fully established on the South African borders by 2014/15.

By the end of 2012/13, it is expected that the SANDF will cover the total 4 471 km of land-border, 2 700 km of sea and 76 600 km of air. The SANDF will also continue patrolling the SADC waters to ensure smooth movement of ships and safe commerce and trade in the SADC region.

Other defence commitments

The department'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, the African Union (AU) and SADC (especially in the Interstate Defence and Security Committee)
- meet the international obligations of the Department of Defence and Military Veterans in line with international agreements, which may include search-and-rescue and hydrography
- provide healthcare for the President and Deputy President.

Peace-support operations

The policy regarding the SANDF's peace-support operations is based on the *White Paper on South*

African Participation in International 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 a member of the AU Peace and Security Council (AUPSC) and a non-permanent member of the UN Security Council, South Africa has become a significant contributor to peacekeeping in Africa. This includes troop contributions and mediation or facilitation.

South Africa has also rendered assistance to a number of countries during disasters and elections, while assistance in support of post-conflict reconstruction is an ongoing activity.

In 2011/12, the SANDF deployed 2 240 military personnel in operations across the African continent: the Democratic Republic of Congo (1 290), Darfur (850) and the Central African Republic (100). These deployments are tasked with restoring peace, training, and formalising and developing the security structures of those countries to stabilise and facilitate economic growth and a better life for the citizens.

Organisational structure

The Department of Defence and Military Veterans adheres to the principles of civil control and oversight through the Minister of Defence and Military Veterans, 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 and Military Veterans) remains accountable to Parliament.

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

Secretary for Defence

The Secretary for Defence manages the Defence Secretariat and is the accounting officer of the Department of Defence and Military Veterans.

As head of the department, the Secretary for Defence is responsible for advising the Minister on defence policy through:

- enhancing civil control through briefings to the parliamentary committees having oversight over the department and the Minister over the department
- providing the Chief of the Defence Force with comprehensive instructions
- monitoring compliance with policies and directions issued by the Minister to the Chief of the Defence Force
- disciplining of, administrating control over and managing employees, including their effective use and training.

Chief of the SANDF

The Chief of the SANDF is appointed by the President of South Africa. His or her duties include, among other things:

- advising the Minister of Defence and Military Veterans on any military, operational and administrative matters
- complying with directions issued by the Minister
- formulating and issuing policies and doctrines
- exercising command by issuing orders, directives and instructions
- directing, managing and administrating the armed forces
- 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.

South African Military Health Service System

The SAMHS derives its mandate from the Constitution, 1996 and from the Defence Act, 2002, the Defence Strategy, the *White Paper on Defence* and the *Defence Review*.

The South African National Defence Force (SANDF) and SANparks have reached an agreement to patrol the borders inside the national parks. From April 2011, the SANDF moved to the second phase and is now deployed in the pivotal area of the Kruger National Park border. The SANDF and SANparks will cooperate in protecting all national parks. The cooperation will include joint operations, sharing of information and training.

As a specialised and unique service in the SANDF, the SAMHS's mandate is also influenced by relevant health-related legislation as pertaining to the Department of Health and all other health practitioners in South Africa.

Human Resource 2010 Strategy

A key initiative to sustain the department'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)

In May 2011, the SANDF trained 2 000 young men and women through its National Youth Service, joining 500 other young South Africans who went through the initial pilot programme, which was held in collaboration with the Department of Rural Development and Land Reform.

At the end of the programme, recruits were deployed in various working environments in government, the private sector and enterprise incubation ventures in collaboration with the relevant stakeholders.

The programme included building youth character, with a focus on leadership, discipline and team work. Since its inception in 2003, the SANDF has trained over 27 000 young people through the MSDS.

Military training, including drills, physical fitness, swimming, diving, sailing, military law and basic life skills, is central to preparing young people for a positive leadership role in their community, government and the business world.

More young women are recruited into different services of the SANDF, such as the SAAF, SAMHS and SA Army, to specialise in scarce skills such as navigation, flying, engineering, diving and sailing.

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

There has been a marked improvement in the rank-age profile of SANDF troops and, as the number of youth intakes increases over the next

few years, the capacity of the reserves will be addressed.

Defence Matériel Division

In 2011/12, defence acquisition focused on acquiring new equipment and upgrading existing equipment, as prioritised by the Chief of Joint Operations.

Specific technology programmes are also in place to ensure the retention of the required technology base for effective local participation in scheduled acquisition programmes, in addition to applying these technologies to optimise the remaining life of existing equipment. Defence science, engineering and technical expertise focus on the strategically essential requirements of the SANDF.

By mid-2011, the Defence Matériel Division was completing the acquisition process of the Strategic Defence Package programmes, of which most systems had been delivered to South Africa and commissioned by the SAAF and SAN.

Project-related

Landward defence acquisition

Upgraded Z13 anti-tank missiles, Rooikat armoured cars and Casspir armoured protected personnel carriers were delivered in 2010/11. After operational tests and evaluation of the tactical intelligence processing system had successfully been completed, the system was commissioned by the SA Army.

Strategic defence packages

The last of 30 Agusta A109 light utility helicopters were delivered in 2011/12. A retrofit programme was executed to correct deficiencies identified during operational testing and evaluation.

The ninth and last dual-seat SAAB Gripen advanced light fighter and the first two of 17 single seat SAAB Gripen advanced light fighters were also delivered.

Training of the first group of aircrew and relevant ground crew was completed. The Phase One handover of the 24 BAE Systems Hawk lead-in fighter trainer to the SAAF was concluded.

Other

The Westland Super Lynx Maritime Helicopter was successfully integrated into the SAN Meko 200 frigates. The development of the A-Darter

During July and August 2011, the South African National Defence Force (SANDF) and United States of America (USA) Armed Forces jointly conducted a multinational peace-support operation and humanitarian-relief exercise, Exercise Shared Accord 2011 (Ex Shared Accord 11) took place at Nelson Mandela Bay Metropolitan Municipality and in Grahamstown.

The aim of Ex Shared Accord 11 was to provide collective training for the SANDF and US Armed Forces, building interoperability and mutual understanding between the two forces. All services of the SANDF were involved in the operation.

Ex Shared Accord is an annual, combined, bilateral US-partner nation event. Previous Ex Shared Accord exercises were hosted in Benin, Ghana, Senegal and Mozambique.

infra-red air-to-air missile was continued as a successful joint venture with the Brazilian Air Force.

Defence technology development

The Technology Development Programme undertook successful trials of low-cost precision-guided munitions at the Overberg Test Range. The Landward Electronic Defence System tested well under competitive trials in the United States of America. The locally conceived dual-band radar, led by Reutech Radar Systems of Stellenbosch and supported by the Engineering Faculty of the University of Cape Town, was also successfully demonstrated.

Naval acquisition

With the SAN's Strategic Defence Package programmes approaching completion, having operationalised four Meko 200 frigates and delivering three Class 209 Type 1400 submarines, the focus of naval acquisition was directed towards upgrading and sustaining the Navy's patrol vessel, hydrographic vessel and submarine torpedo replacement capabilities. Phase One of the underwater range was completed and handed over to the project team.

Defence transformation

Defence transformation aims to:

- maximise defence capabilities through an affordable and sustainable force design and structure
- minimise defence costs using business processes, such as engineering and restructuring of especially the support structures
- institutionalise appropriate leadership, command and management practices, philosophy and principles

In February 2011, Cabinet mandated the Department of Defence to put together a strategy to address piracy issues in the Southern African Development Community waters. The strategy was approved by Cabinet in April 2011.

In June 2011, South Africa and Mozambique signed a Memorandum of Understanding on piracy and trans-border crime. The South African National Defence Force had improved its sea and air border management with additional deployments being made. The *SS Mendi* had resumed patrol along the Mozambican channel to ensure the security of southern African waters.

- align defence policies, plans and management with overall government transformation and administrative-reform initiatives
- ensure compliance with the Public Finance Management Act, 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.

Business process management (BPM)

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

The department is an organisation subject to change, due not only to local but also to 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 them.

BPM facilitates the orderly and accountable change from one business architecture baseline to the next.

Project Loquacious has been established to ensure the optimal management and use of business processes, so that the department's

strategic objectives can be achieved effectively, efficiently and economically.

Bases

Bases are structures provided by all services. Units are generally clustered in or around bases and share common facilities and services. Bases provide administrative support, but do not command units for which they are responsible.

One Force

"One Force" comprises the collective 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. It serves as a nodal point for re-deployment and resettlement.

The Department of Defence and Military Veterans established the Personnel Rationalisation Advisory and Coordinating 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

In June 2011, a draft Military Ombudsman Bill was introduced in Parliament. This Bill will give the South African National Defence Force (SANDF) its own Military Ombudsman to investigate complaints and serve as a neutral third party on matters related to the SANDF.

The Ombudsman Bill came soon after the establishment of the National Defence Force Service Commission, which aims to advise the Minister of Defence on service conditions.

The Office of the Ombudsman is expected to act as a direct source of information, referral and education. The introduction of the Ombudsman, alongside the Defence Force Service Commission, will go a long way towards promoting democratic civil-military relations in the SANDF.

Instruction Plan guides the process of inter-departmental transfers of redeployable members and employees.

Defence Reserve Force Role of reserves

In terms of the *South African Defence Strategy 2010 to 2030* and the *SANDF Military Strategy 2007*, the role of the reserves is to be in a state of predetermined readiness and provide the following capabilities:

- augmenting the regulars as key elements within the core force
- providing the bulk of the growth force and contributing to the ongoing operations conducted by the SANDF
- supplementing peace-support operations
- providing certain specialist skills.

Ministerial priorities

The Minister of Defence and Military Veterans determined that the Reserves is an absolute requirement within the Core-Growth One-Force. The reserves must be multiskilled and contribute on an ongoing basis to the operational output of the SANDF.

The Chief of Defence Reserves reports to the Military Command Council and is the manager of this strategic issue, providing strategic direction to the department by monitoring and controlling development plans.

Other SANDF priorities

In addition to using reserves for deployment priorities, which directly affect the reserves include:

- MSDS intakes to capacitate the reserves must grow
- sufficient leader groups for the reserves must be addressed in terms of feeding, learning and career paths
- adequate training that stimulates interest, ensures the retention of members and maintains appropriate readiness must be provided.

Legislation Defence Amendment Act, 2010 (Act 22 of 2010)

The Defence Amendment Act, 2010 compels Reserve Force members to respond to call-ups. An action plan for the implementation of the Defence Amendment Act, 2010 has been prepared. The general regulations for the Reserve

Force do not require amendment to cater for the latest change to the Act, as they were drafted in anticipation of this amendment.

Force preparation

The Defence Reserves Board is continuing with its monitoring role in ensuring implementation of the Reserve Strategic Plan by the services and divisions. The external deployment by the Reserve Force in peace-support operations is ongoing and the Reserve Force has also been successfully used in internal deployments on the borders as part of Operation Corona. Several tertiary institutions have been engaged to give effect to the roll-out of the University Reserve Training Programme.

Force support

By June 2011, several defence provincial liaison councils (DPLCs) had been established in six of the nine provinces, with more planned. The purpose of these councils is to ensure support for Reserve Force service from industry, non-governmental organisations, academia and traditional leaders. The establishment of the DPLCs will not only promote Reserve Force service, but also provide feedback on the workings of the system. Good progress is being made in helping MSDS members to obtain civilian jobs.

Military veterans

The Military Veterans Affairs Act, 1999 (Act 17 of 1999), came into effect in February 2001.

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

In November 2010, Cabinet approved the Military Veterans Bill. The Department of Defence and Military Veterans completed the process to pay the non-statutory pension and fast-tracked the rolling out of all benefits in the Bill.

The Seeker 400 prototype, a South African-designed and -built unmanned aerial vehicle (UAV), or drone, is due to make its maiden flight in 2012. UAVs can be used for national security, crime fighting, disaster management, election monitoring and search-and-rescue operations.

During August and September 2011, a special forces exercise (Exercise Stalwart) took place in the Langebaan area in the Western Cape. The aim was to exercise special forces' seaborne and airborne conventional capabilities at tactical level in a multinational full mission special forces deployment.

Exercise Stalwart was a joint multinational integrated exercise where the scenario required special forces from Southern African Development Community countries to react to several emergencies of a strategic nature. Activities during the exercise included a command post exercise and integration training of forces in Dwarskersbos, followed by a field training exercise in the Langebaan/Elands Bay areas.

The troop-contributing countries, which pledged special forces and supporting resources for the exercise, were Botswana, Lesotho, Namibia, the United States of America and Zambia.

A call centre to facilitate easy communication with veterans was established at the end of May 2011. The department constantly updates its database of beneficiaries.

Facilities, land and environment

Facilities, Land and Environmental Management in the Department of Defence and Military Veterans 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 to ensure the long-term continuation of environmentally sound management practices. It also enhances 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 cooperation in government's land redistribution and restitution policies.

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

The systems for self-maintenance and management of the SANDF's properties have been laid and the Works Regiment will intensify the maintenance and upkeep of all properties.

The department completed a strategy to establish its own real estate agency to manage the property portfolio of more than 430 000 ha

of land, almost 35 000 buildings and more than 12 million m² of surface area within buildings.

The Works Regiment of the SANDF began a project to access the maintenance and building work required in the SANDF to ensure accommodation for soldiers and their families and additional office space for the SANDF.

Defence Force Service Commission (DFSC)

The DFSC was established in terms of the Defence Amendment Act, 2010. Its functions include making recommendations to the Minister of Defence and Military Veterans concerning improvements to salaries and service benefits of members of the SANDF.

During November 2010, the Interim National Defence Force Service Commission (INDFSC) provided a final report to the Minister, making recommendations regarding the:

- relationship between the Military Command and the Defence Secretariat
- disempowerment of commanding officers
- Defence Budget allocation and composition
- need for a new defence review
- state of defence infrastructure
- professional health support
- transport
- career management
- MSDS
- transformation
- grievance mechanisms
- command, control and communication in the SANDF
- promotion and use of personnel
- remuneration and conditions of service for the SANDF.

National Conventional Arms Control Committee (NCACC)

The NCACC is a committee of ministers of which the Minister of Defence and Military Veterans is a member. It was established by the National Conventional Arms Control Act, 2002 (Act 41 of 2002), 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 and Military Veterans processes the applications.

Each application is also sent for scrutiny to the relevant government departments, such as international relations and cooperation 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 defence industry Armaments Corporation of South Africa (Armcor)

Armcor is the official acquisition organisation for the SANDF. With the approval of the Minister of Defence and Military Veterans, it also renders a professional acquisition service to other government departments and public entities.

Armcor is a statutory body established in terms of the Armaments Development and Production Act, 1968 (Act 57 of 1968), and continues its existence through the Armcor Limited (Ltd) Act, 2003 (Act 51 of 2003), and the Armcor Ltd Amendment Act, 2005 (Act 16 of 2005), which came into effect in May 2006.

The Minister of Defence and Military Veterans is responsible for Armcor. The management and control of Armcor reside with a board of directors, while its day-to-day management are in the hands of the management board.

In the execution of its functions, Armcor has established and maintains capabilities and technologies required to fulfil its mandate, such as appropriate programme-management systems, the Defence Industrial Participation (DIP) Programme, the management of technology projects and strategic facilities.

In July 2011, the South African National Defence Force and the International Committee of the Red Cross hosted the Senior Workshop on International Rules Governing Military Operations, the first of its kind to be held in Africa, at the Military Academy in Saldanha Bay, in the Western Cape.

The workshop, which has taken place four times in Europe, was attended by 70 senior officers from different armed forces across the globe.

Armcor's acquisition role pertains to all the actions that need to be taken to satisfy the need for matériel, facilities or services intended for client use or in support of client requirements. These actions include:

- long-term operational research
- requirement planning
- establishing and developing technology
- designing and developing products and systems aimed at industrialisation
- manufacturing mature products and systems that fully meet user requirements.

The acquisition role can be broadly divided into the following four categories:

- system-acquisition management
- procurement management
- product-systems management
- technology-acquisition management.

In addition, Armcor also performs:

- quality assurance
- DIP
- management of strategic facilities.

The management of strategic facilities is vested in a subsidiary company, Armcor Business (Pty) Ltd. To fulfil its mandate, Armcor Business is structured into three groups, namely:

- Defence Science and Technology Institute, which houses the research and development facilities
- Test and Evaluation Facility, which is responsible for rendering comprehensive test and evaluation services in the military and civilian environment
- Defence Support, which is responsible for defence matériel disposal, configuration management and data management.

Denel Group of South Africa

Denel (Pty) Ltd is a commercially driven holding company, with equity of varying degrees in several defence and aerospace subsidiaries and associated companies.

In September 2011, Carl Zeiss Optronics in Centurion, south of Pretoria, launched the design and manufacture of a new-generation periscope for conventional attack submarines, establishing South Africa as one of the few countries worldwide with such an advanced manufacturing capacity.

The fully assembled periscope weighs more than 850 kg and has a superb direct-view optical channel. More than 70 different components of lenses, mirrors and prisms are used in a periscope optical channel.

In addition, the periscope is fitted with an advanced gyro stabilising system that enables it to perform optimally in the roughest sea conditions.

More than 15 South African companies are involved as suppliers of parts and services in the production process, creating more than 100 jobs.

With its focus on the military aerospace and landward defence domains, Denel was incorporated as a private company in 1992 in terms of the Companies Act, 1973. Its defence capabilities, however, date back more than 70 years when some of Denel's first manufacturing plants were established.

As a state-owned enterprise, Denel reports to the Minister of Public Enterprises. The Minister, on behalf of government, appoints an independent board of directors while an executive management team is responsible for the day-to-day management of the company.

A key objective with Denel's turnaround strategy was to ensure that the business becomes self-sustainable and profitable. Although the restructuring of the group is still underway, some of its businesses already have equity partnerships with major international companies.

While the unbundling of the South African Government's defence company is key to refocusing its 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 the SANDF's defence systems and equipment.

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 peace-support missions beyond South Africa's borders.

Denel provides a sustainable technology base to enable the Department of Defence and Military

Veterans to acquire systems uniquely suited to African conditions. Denel also makes a significant contribution to South Africa's socio-economic development and manufacturing base.

Unlike developing countries without an indigenous defence industry, South Africa benefits from Denel's value-add in areas such as skills development. Denel's skills-intensive approach creates an opportunity for an applied scientific and engineering base.

Through a range of high-end skills-development programmes, Denel aims to retain engineers, technicians and scientists for the industry. These programmes include:

- Denel Centre for Learning and Development, offering business and marketing training alongside its artisan and technician training
- Denel Youth Foundation Training Programme with its focus on upgrading young learners' Mathematics and Science skills
- engineering bursary schemes and internships
- school-outreach programmes to entice the youth to the high-technology careers found at Denel.

Through the years, Denel has created substantial intellectual property that has been cross-leveraged in other industries such as telecommunications, energy and mining.

International benchmarks have shown the defence industry to remain the prime technology incubator for industry at large with an added employment multiplier ratio of 6:1 jobs for each engineer employed.

Denel's core businesses and associated companies

Denel's business entities comprise:

- Denel Aviation
- Denel Dynamics
- Denel Pretoria Metal Pressings
- Denel Overberg Test Range
- Denel-Saab Aerostructures

In May 2011, the South African Navy frigate *SAS Isandlwana* docked in Simon's Town after a mercy mission to Tristan da Cunha, following a call for help from the Taiwanese Government. A fishing vessel exploded at sea.

The 11 injured sailors were taken on board the *SAS Isandlwana* that took two doctors and a team of paramedics who used the ship's sick bay to care for the injured sailors.

It was the first time that one of the South African Navy frigates had been deployed on a rescue mission.

- Denel Integrated Systems Solutions
- Denel Land Systems
- Mechem
- Denel Technical Academy
- Denel Properties.

Associated companies include:

- Turbomeca Africa
- Carl Zeiss Optronics (Pty) Ltd
- Rheinmetall Denel Munition.

Intelligence services

In May 2009, President Zuma tasked the ministers of state security, police, defence, home affairs, justice and correctional services to review the structures of the civilian intelligence community to develop a more effective and efficient intelligence architecture.

After the review process, the State Security Agency (SSA) was created by the President. A phased approach brought together the following departments:

- the National Intelligence Agency (NIA)
- the South African Secret Service (SASS)
- the South African National Academy of Intelligence (Sanai)
- Electronic Communications Security (Pty) Ltd
- the Office of Interception Centres.

The respective heads report to the Director-General of the SSA and are accountable to the Minister of State Security.

The mandate of the SSA is to provide government with intelligence on domestic, foreign or potential threats to national stability, the constitutional order and the safety and well-being of its people. This enables government to implement and improve policies to deal with potential threats and to better understand existing threats.

The SSA comprises:

- the Domestic Branch (formerly NIA)
- the Foreign Branch (formerly SASS)
- the Intelligence Academy (formerly Sanai)
- National Communications, which includes the former National Communications Centre, Office for Interception Centres and Electronic Communications Security (Pty) Ltd.

The mandates of these structures are determined by the same proclamations. In the case of the domestic and foreign branches, the mandates are linked to the National Intelligence Strategic Act, 1994 (Act 39 of 1994); Intelligence Services Act,

Since 1994, various ministerial intelligence review committees have focused on the way the intelligence-services dispensation operated. Many of these reviews have sought to improve internal processes, including the management of information. Importantly, the reviews noted the uneasy fit of the Protection of Information Act, 1982 (Act 84 of 1982), the lack of a coherent system of protecting information, its classification and declassification, its review after a lapse of a given period and the granting of access to the general public for daily use, research, scientific enquiry and for advancing their rights as provided for in the Constitution.

Government introduced the Protection of Information Bill as a response to clear and present dangers that call for the enactment of a law that would help protect the national security of South Africa. The Bill, which was passed by the National Assembly in November 2011, aims to, among other things, address the rising threat of undercover activities, the selling of information and the protection of critical databases in government, without impeding the constitutional rights of citizens to accessing information.

The Bill aims to balance the presumption of secrecy with a presumption of openness. The consequence flowing from the assent of the Bill into law is to significantly reduce the volume of information classified but at the same time to strengthen the protection of state information that truly requires protection.

The objectives are to provide a statutory framework, which provides direction to those in government who are charged with information protection; substantially reduce the amount of state information that is protected from disclosure; provide more effective protection to that information that truly requires safeguarding; and to align the information regime with the values, rights and freedoms enshrined in the Constitution.

The Bill aims to regulate the manner in which state information may be protected and promote transparency and accountability in governance

The Bill creates a legislative framework not only for classification but also declassification of state information. The Bill not only deters and seeks to prevent human-rights infringement but has built-in safeguards to ensure fairness and justice in implementation.

It is essentially a security Bill aimed at protecting the national security of South Africa. It is in line with best international practice, as countries have constitutional obligations to protect their people and territorial integrity.

2002, (Act 65 of 2002); and the Security Services Special Account Act, 1969 (Act 81 of 1969).

The SSA focuses on matters of national interest, namely:

- terrorism
- sabotage
- subversion
- espionage
- organised crime.

Acknowledgements

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