



Safety, Security and Defence

Internal security and crime prevention are primarily the responsibility of the South African Police Service (SAPS), while the South African National Defence Force (SANDF) is responsible for defending South Africa against external military threats.

Safety and security

The SAPS Act, 1995 (Act 68 of 1995), provides for an accountable, impartial, transparent, community-oriented and cost-effective police service, which maintains high standards of professionalism. The Act also provides for a civilian Ministerial secretariat, community police fora and boards, and an independent complaints directorate. General provisions of the Act include the right of police officers to join a political party, but prohibit them from holding office in any political party.

The following three structures fall under the Minister for Safety and Security:

- Secretariat for Safety and Security
- Independent Complaints Directorate (ICD)
- SAPS.

Secretariat for Safety and Security

In terms of the SAPS Act, 1995, the functions of the Secretariat for Safety and Security are, among other things, to

- advise the Minister on how to exercise his or her duties or functions
- promote democratic accountability and transparency in the Police Service
- provide the Minister with legal services and advice on constitutional matters, and with administrative and communication support
- monitor the implementation of policy
- conduct research on any policing matter in accordance with the instructions of the Minister
- evaluate the performance of the SAPS.

The Secretary for Safety and Security is responsible for the effective functioning of the Secretariat. The organisation consists of approximately 30 officials and three broad divisions. Ministerial Services provide immediate administrative support for the Minister and the Deputy Minister for Safety and Security. The second division provides liaison services between the Minister and various safety and security structures in each province. This component also supports the Minister in respect of his or her Cabinet and Parliamentary duties. The final component of the Secretariat consists of advisors who advise the Minister on policy and legal issues, communication and a range of other matters. The Advisory Services component also evaluates

◀ A joint South African Task Force consisting of 82 members of the SA Air Force, SA Navy and the SA Military Health Service provided assistance and humanitarian support to the Mozambique Government in the flood-ravaged Zambesia and Sofala provinces in Central Mozambique in March 2001.

police performance through ongoing monitoring of various performance indicators as well as day-to-day operations. This component is supported by the Advisory Services Support Unit, which consists of a small number of research personnel.

Independent Complaints Directorate (ICD)

The primary role of the ICD is to ensure that complaints about offences and misconduct committed in the SAPS are investigated in an effective manner. It was established in terms of the Interim Constitution of South Africa, 1993 (Act 200 of 1993), and is governed by Chapter 10 of the SAPS Act, 1995.

The ICD is obliged to investigate the death of persons in police custody or as a result of police action. Preliminary investigations are conducted in almost all cases. Where *prima facie* evidence of police involvement in a cover-up or in criminal conduct is detected, the matter is actively investigated to completion. Cases which do not reveal foul play on the part of the police are referred back to the SAPS for completion. The progress of such investigations is then monitored closely by the ICD.

Upon completion of an investigation, the ICD may make recommendations to the National Director of Public Prosecutions about the prosecution of any SAPS member/s implicated. It may also make recommendations to the SAPS with regard to the internal prosecution of a police member.

The ICD has the discretion to decide whether it should investigate complaints brought to it or refer them to the police. The exception is complaints or reports of deaths in police custody or as a result of police action, which the ICD is compelled by law to investigate.

The ICD reports to Parliament through the Minister for Safety and Security. However, it is operationally independent of the SAPS. During 1999/00, the ICD handled 4 380 complaints against the SAPS, while during 2000/01 it dealt with about 4 863 cases, representing an 11% increase.

South African Police Service (SAPS)

The objectives of the SAPS are to

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

The SAPS strives to

- protect every person's rights, and to be impartial, respectful, open and accountable to the community
- provide a responsible, effective and high-quality service with honesty and integrity
- continuously evaluate and improve its service
- use its resources and power in a responsible manner
- develop the skills of all employees by means of equal opportunities
- co-operate with the community, all levels of government and other role-players.

The SAPS is headed by a national commissioner, assisted by four deputy national commissioners. At the end of April 2001, the Service had a personnel corps of 122 644 including members appointed under the SAPS Act, 1995 and personnel appointed in terms of the Public Service Act, 1984 (Act 111 of 1984).

Members of the SAPS serve in the following specialised divisions, rendering services to specific sectors of the community:

- Detective Service
- Crime Intelligence
- Operational Response Services
- Crime Prevention
- Management Services
- Training
- Personnel Services
- Career Management
- Logistics
- Financial and Administration Services
- Legal Services.

Division: Detective Service

The Detective Service is responsible for the effective investigation of crime in accordance with the mission, priorities and objectives of the SAPS. The functions of the Detective Service are to



- conduct investigations into organised crime, serious and violent crime, general crime and commercial crime
- provide specialised support services, such as the Criminal Record Centre and the Forensic Science Laboratory
- liaise through Interpol with foreign law-enforcement agencies regarding crime investigations.

The Detective Service is also responsible for curbing corruption in the SAPS.

The primary function of the Criminal Record Centre is to identify and verify previous convictions of criminals and offenders. A total of 13 383 suspects were identified manually from crime scenes in 2000.

The Detective Academy in Silverton, Pretoria, presents various specialised courses for members of the Detective Service and Crime Intelligence divisions. The United States' (US) Federal Bureau of Investigation and Drug Enforcement Administration, as well as policing experts from England, France and Germany, have been involved in presenting courses at the Academy.

Technological advances have been incorporated into the scientific support environment of the SAPS. This includes the introduction of the Integrated Ballistics Identification System, the DNA Database, the Criminal Intelligence Database and the National Drug Intelligence Database. A National Photo Image System will be implemented to increase the investigative capacity of the SAPS by creating a digital photo album for identification purposes, and to manage exhibits. The System is expected to be completed in March 2003.

The Industrial Development Corporation, Sagem SA, and the SAPS signed an agreement on 28 September 2000 to implement an Automated Fingerprint Identification System (AFIS). According to the project plan, the Criminal Record Centre is on schedule with the implementation of the AFIS, and the System should be fully operational by January 2002. The System should also be in operation at the 35 decentralised Local Criminal Record Centres by July 2002.

The Justice, Crime Prevention and Security Cluster will ensure the expansion of the organised crime approach during 2002 by establishing and/or enhancing additional organised crime task teams or investigating units. For this purpose, more than 500 SAPS specialised investigation units are being reorganised into only two types of units, namely the Organised Crime units and the Serious and Violent Crime units. Some personnel will also be reassigned to police stations to strengthen policing at local level. Existing specialised units such as the South African Narcotics Bureau (SANAB), Vehicle Crime units, the Commercial Branch and Stock Theft units are being merged with the Organised Crime units. Murder and Robbery and Taxi Violence units are being incorporated into the Serious and Violent Crime units. The Border Police will also be incorporated into the Organised Crime task teams to combat crime at ports of entry. The establishment of multidisciplinary rapid-response teams at ports of entry has already led to an improvement in border control operations and the combating of cross-border crime.

Occult-related Crimes Unit

Individuals are trained to render specialised assistance to investigations and to prevent occult-related crimes relating to or resulting from any belief or ostensible belief in the occult, witchcraft, Satanism, mysticism, magic, etc. These crimes include *muti*/medicine murders, witchcraft-related violence, witch purging, and sects posing a threat to the safety and security of South Africa and/or its inhabitants.

Division: Crime Intelligence

The purpose of this Division is to effectively manage the crime intelligence capacity of the SAPS. Its functions include:

- drawing up strategic crime reports and establishing crime pattern analysis capabilities at all levels in the SAPS
- establishing and maintaining the network, as well as the undercover crime intelligence-gathering capacity of the SAPS

- managing and coordinating crime information by establishing crime desks in support of identified clients
- introducing counter-intelligence measures to ensure that information and personnel are secured
- managing the Secret Services Account that was established in terms of the Secret Services Act, 1978 (Act 56 of 1978),
- establishing and maintaining an effective performance evaluation and inspection capacity
- establishing and maintaining an effective technical support capacity in the SAPS.

The Division: Crime Intelligence is one of four operational divisions in the SAPS, providing the others with crime intelligence. Inevitably, the Division conducts its activities both covertly and overtly, and is statutorily obligated and regulated by the Constitution 1996 (Act 108 of 1996); the SAPS Act, 1995; the National Strategic Intelligence Act, 1994 (Act 39 of 1994); the Interception and Monitoring Prohibition Act, 1992 (Act 27 of 1992); the Secret Service Act, 1978; the Criminal Procedure Act, 1977 (Act 51 of 1977); and the *White Paper on Intelligence*.

The divisional commissioner of Crime Intelligence represents the SAPS on the National Intelligence Coordinating Committee (NICOC). The Division fulfils the obligations of the SAPS in terms of the National Strategic Intelligence Act, 1994. This Act predominantly relates to the supply of national strategic intelligence to NICOC for use by national clients, including the President, the Cabinet and its committees.

The Division is equipped and active in all dimensions of the intelligence cycle, including gathering, analysis, coordinating and disseminating, as well as the additional functions of counter-intelligence within the SAPS and specialist technical support.

The capacity of the Division: Crime Intelligence is being enhanced in order to provide the Division's intradepartmental clients with the best intelligence possible. This process coincides with the shift from reactive to proactive or projective intelligence. The objective

is to investigate suspected criminal activities before a crime has actually been committed. Criminals should be intercepted at an early stage, with the arrest being the last, rather than the first step of the investigation or crime-prevention operation.

Division: Operational Response Services

The functions of the Division include:

- maintaining public order and managing crowds
- preventing cross-border crime by policing all ports of entry into South Africa
- facilitating interdepartmental co-operation.

Division: Crime Prevention

The Division: Crime Prevention aims to reduce opportunities to commit crime by optimising visible policing. Apart from the significant function the Division fulfils during the policing of important events in co-operation with the Division: Operational Response Services, the Division: Crime Prevention is also responsible for victim support programmes. Furthermore, the Division is responsible for developing and maintaining a safe working environment for members of the SAPS and developing, maintaining and monitoring policy standards and directives regarding crime prevention and uniformed services in general.

Community policing has been adopted as the official policing style in South Africa since 1993. Various endeavours have been embarked upon to institutionalise community policing, and significant progress to this end has been made.

Since the beginning of 1998, a comprehensive programme has been launched to train all the members of the Service in the philosophy, values and principles of community policing. This policing style is based on the premise that a community and its police service are equal partners with shared responsibilities in ensuring safety and security. Sector policing has also been identified as one of the prioritised focus areas. A pilot project has been launched in the Johannesburg area to develop sector policing. This being a practical manifestation of community policing, at least



one sector has been established with each of the wards at Johannesburg's police stations. The basic concept consists of at least one police official being allocated on a full-time basis to a sector (i.e. geographically manageable area within a police precinct) for which he/she takes responsibility in enhancing safety and security in that sector. Crucial to the successful implementation of this concept is the involvement of all role-players in identifying the policing needs in that particular sector and in addressing the root causes of crime as well as the enabling and contributing factors thereto. The responsibilities of the sector police official also include:

- determining on a continuous basis, in co-operation with non-police role-players, policing needs, and identifying crime problems, tendencies, crime 'hot spots', criminals, etc.
- initiating and coordinating policing projects (e.g. special patrols) and other safety and security initiatives
- activating other role-players (e.g. municipalities, government departments and non-governmental organisations [NGOs])
- addressing local crime problems, and where possible the root cause of crime
- establishing communication with the community.

Practical Guide to Partnership Policing

The aim of this Guide is to evaluate successful partnerships at police stations and to implement these projects nationally at all police stations according to their own needs. Partnerships will vary in their objectives, resources and results, enforcing the principle of local solutions to local problems. The first edition has been published and will be updated every three months with new partnership policing initiatives.

In 2000/01, the introduction of the Crime Prevention Development Programme made it possible to develop a technical support programme for local crime prevention. This has established a network of agencies, in both government and civil society, through which the following guidelines were disseminated:

- a community-based crime prevention manual entitled *Making South Africa Safe*
- crime prevention through environmental design guidelines entitled *Safer by Design*.

A number of workshops were hosted for local government, civil society, youth organisations and community-based organisations (CBOs) to empower them in the important area of crime pattern analysis for the development of a Local Crime Prevention Plan.

Making South Africa Safe specifically focuses on the development of local crime-prevention plans. These plans should be designed by taking crime threat/risk analysis into consideration within a given area, thus contributing to the development of local crime prevention programmes. *Safer by Design* deals with the impact of spatial development and planning on the development of crime prevention initiatives.

Networking with key sectors within the local government arena to provide advice on local crime prevention strategy development involves the following role-players:

- Department of Provincial and Local Government
- South African Local Government Association
- Institute for Municipal Law Enforcement
- Environmental Criminology and Crime Analysis – Perth, Australia
- South African Institute for Management Services.

A comprehensive integrated process was introduced to develop a local crime prevention plan for the areas of KwaMashu and Inanda in KwaZulu-Natal, and to implement local crime-prevention initiatives during 2000/01, valued at R1 million.

Crime-prevention initiatives driven by CBOs, involving the youth in managing special sports events during the festive season, were implemented to promote

- access to extramural activities
- relationships between the SAPS and communities
- social cohesion with the community.

A Rural Safety Programme that is informed by the specific dynamics in rural areas has also

been developed. The crime prevention strategy in this instance involves a number of rural stakeholders such as women's groups, traditional leaders, agricultural unions and farm labourers, and the law enforcement agency. It is aimed at understanding the criminal dynamics that manifest themselves directly in rural areas, and developing interventions to deal with those specific elements.

During 2000/01, the focus was on developing a discussion document, outlining and analysing the rural environment and particularly focusing on crimes and developmental challenges facing the rural areas of South Africa. The next phase (starting in 2001) focuses on initiating a process to pilot interventions, involving all rural partners, within the context of the Integrated and Sustainable Rural Development Strategy. The discussion document and the experience gained from pilot interventions will be developed into a Rural Crime Prevention Strategy. Areas where initiatives will be piloted include Bolobedu (Northern Province), Vryburg (North-West), Lusikisiki (Eastern Cape), Nongoma (KwaZulu-Natal) and Driefontein (Mpumalanga).

The partnership (established in 2000) between the departments of Education and Safety and Security with regard to school safety led to the development of a school safety workbook which was launched in June 2001. This is a resource document to be employed by educators, school governing bodies and school-based SAPS projects on a range of social issues relating to consolidating resilience and resistance of young people to crime and violence. It is designed to broaden insight on contributory factors and provide early warning indicators on such issues as bullying behaviour, substance abuse and gangsterism. It also provides hints on victim empowerment interventions that would be effective in the prevention of repeat offending.

An interdepartmental domestic violence programme, which was established in 1999 and led the process of implementing the Domestic Violence Act, 1998 (Act 116 of 1998), is still in place. This programme now

focuses on continued service-delivery improvement of all the relevant departments.

Police safety

The Directorate: Police Safety develops preventative measures with a view to preventing police murders and attacks on police officials. The Directorate's functions include:

- developing appropriate strategies, guidelines, policies and standards
- liaising with the relevant internal and external role-players
- visiting specific crime scenes to determine crime patterns in murders and attacks on SAPS members
- maintaining a database
- maintaining or implementing a support system for members and families of members who have been attacked or murdered
- establishing community support structures.

Hostage negotiation

The SAPS Hostage Negotiation Team responds to hostage and suicide incidents in South Africa. Hostage negotiators are deployed nationally at station level, ensuring a quick response to incidents. The Team dealt with 1 480 incidents during 2000. Most of the incidents were suicide-related.

Three basic hostage and suicide negotiation courses were presented during 2000. The US Embassy assisted the SAPS in presenting a hostage negotiation course in New Mexico by the Department of State. Twenty-three hostage-negotiators attended the programme. On completion of the course, the Department of State donated a hostage phone system for use by SAPS hostage negotiators.

The second International Negotiation Conference was hosted by the SAPS Hostage Negotiation Team in November 2001.

Police divers and water wing

Police divers responded to more than 1 000 incidents during 2000. Most of the incidents were related to drowning. Divers and vessel handlers also participated in crime prevention



and community safety-related activities. They also responded to flood-stricken areas in the Northern Province. Support was also rendered in public events such as the Midmar Mile, Berg River Canoe Marathon and Duzi Canoe Marathon.

Division: Management Services

The purpose of the Division is to ensure the effective functioning of the Service according to the mission, priorities and objectives of the SAPS.

The Division's functions include:

- rendering management advisory services
- developing and maintaining a strategic plan for the SAPS
- rendering internal and external communication and liaison services
- managing information technology
- ensuring legal assistance is provided to all management service components and formulating legal policy for the SAPS.

The Service Delivery Improvement Process (SDIP) or methodology is a continuous process to ensure the improvement of service at all levels of the organisation. The SDIP has evolved into a programme that ensures the availability of trained facilitators and management teams, and the development of strategic and implementation plans at various levels within the SAPS.

The SDIP is primarily employed at station level to identify both crime and organisation-

al priorities. Stations are rated according to their performance during the financial year, mainly on the basis of identified priorities.

In accordance with the mission and service standards of the SAPS, the purpose of the programme is to develop the skills and knowledge required by members during the rendering of service, enabling them to consistently

- provide policing services of a high standard in a responsible, confident and independent manner
- approach issues requiring policing from a client-centred and problem-solving perspective.

To succeed in the SDIP, members will be expected to demonstrate certain skills. They will have to be able to locate, interpret and appropriately apply the national law in accordance with the Constitution and the SAPS Act, 1995.

Division: Training

This Division aims to ensure that training from entry level onwards occurs in accordance with the needs of the organisation. The Division's aims include:

- developing and setting of standards for all SAPS training interventions
- developing the managerial and leadership capabilities in the SAPS
- setting standards for SAPS training facilities.

The SAPS's training and development programmes include:

- functional training courses in, among other things, border policing, community policing, human rights, domestic violence and tactical policing.
- management courses for operational management, middle management and station management.
- numerous courses for personnel rendering support services.
- training courses in special investigations and project management for detectives, as well as detective learning programmes. Eighty percent of detectives have been trained in current programmes.
- training courses for members of the Crime Information Analysis Centre at station level.

Information

Community Police Forums (CPFs) are legal structures enacted through legislation, and are strategic mechanisms for promoting structured and constructive communication between the community and the police with a view to achieving the objectives set out in the SAPS Act, 1995. The overall goal of structured consultation between the community and the SAPS is to enhance the ability of the police to combat and prevent crime, disorder and fear, and to address other community needs in partnership with the affected community. The community policing philosophy was launched in 1993 and was reviewed in 2000 to establish the impact thereof.

The results have been submitted to the Minister for Safety and Security for his approval, after which it will be made available publicly. In 2001, regulations have been issued to regulate the CPF structures.

- the provision of training which instils and enhances the skills required to combat crime effectively in terms of the National Crime-combating Strategy.

In 2000/01, the SAPS received donor assistance from various foreign countries, notably from Sweden, Denmark, Belgium and the European Union. This assistance included human resource management, career development, management training and other important transformation-related issues, as well as public-order policing and computer assistance.

Training provided to members in foreign countries and through international donorships has contributed to members' ability to render and improve their services to the community. It has also enabled them to heighten efforts to prevent, detect and investigate crime in support of the Crime-combating Strategy.

Other training programmes include:

- the combating of computer crime.
- anti-terrorism assistance, the combating of urban violence, VIP protection, vital installation security, hostage negotiation and officer survival.

- international training in the combating of drug-related crime.
- international training in vehicle theft investigation; improved investigative services; crime scene preservation; evidence collection; the profiling of criminals, extremists and serial killers; tracing evidence; investigating bomb blasts; and organised crime.
- members and station commissioners in the Eastern Cape underwent training in community policing.
- skills development training and operational project management. Members will also be trained in intelligence crime analysis.
- the Tactical and Firearm Training Guardian Committee has developed a Preventative Survival Tactics Training Programme.

The SAPS Victim Empowerment Training Programme was launched in June 2000. The Programme aims to provide members who interact with victims during the reporting and investigation of crime, with training in the professional and sensitive treatment of victims.

Division: Personnel Services

The Division is responsible for managing personnel-related matters in support of the operational priorities of the SAPS. The Division's functions entail the

- effective administration of employment practices
- promotion of fair labour practices
- prevention and effective resolution of disputes or grievances
- investigation and monitoring of alleged incidents of discrimination and racism.

During 2000, a unit was established in the Labour Relations component to monitor alleged incidents of racism and discrimination in the SAPS. Such incidents are, however, investigated on provincial level.

Division: Career Management

The function of the Division is to render a people-centred human resource service to all personnel and to ensure their optimal utilisation. The Division comprises the following components:

Information

In July 2001, a memorial service was held at the Union Buildings in Pretoria to remember the police officials who died whilst on duty during the year 2000.

According to the Directorate: Police Safety, during 2000, 185 police officials were callously murdered, the highest number in Gauteng (62), closely followed by KwaZulu-Natal (60) and the Eastern Cape (28).

During the first five months of 2001, 62 police officials were murdered. In order to remind police officials that their safety is one of the top priorities, and to mobilise the media and the community with regard to the plight of members, 22 July – 29 July 2001 was dedicated as Safety Week. During this Week, police safety workshops were held nationally. CPFs were also requested to play a leading role in activating community support against police murders. In addition to the Police Safety Week and other measures that have been implemented by the Directorate, the Special Weapons and Tactics (SWAT) training curriculum was revised, and training for the SWAT trainers commenced during August 2001. Although there was a slight decline in police murders from 1999 (204) to 2000, the high number of incidents is still appalling. Research conducted during 2000 indicated that 43% of members were murdered by persons resisting arrest.



- Personnel Planning and Development
- Performance Management
- Helping Professions.

The main purpose of this section is to provide emotional support to members of the SAPS and their families through spiritual, psychological and social work services.

In addition, the following services are provided:

- screening and testing of applicants for specialised units in the SAPS
- trauma debriefing
- team-building
- assisting line managers and personnel to handle complex personnel issues
- managing programmes to empower personnel with the necessary knowledge and skills to cope with the demands of their work.

Other important divisions include Logistics, Financial and Administrative Services, and Legal Services.

Information

The South African and French governments signed a multimillion Rand agreement to fight crime in the country in January 2001. This includes France giving South Africa a R3-million grant which will be used to finance public safety and police training projects over a period of two years. It will provide assistance to operational systems dealing with the most serious crimes and corruption.

Information

In August 2000, Cabinet approved the Security Industry Regulation Bill which provides for the security industry to be governed by an outside body, namely the Security Industry Regulatory Authority. Members of the Authority will be appointed by the Minister for Safety and Security.

The Bill also provides for the establishment of sub-committees that will include members from the private security industry. In terms of the draft legislation, all individuals and companies involved in the security industry will have to register with the Authority. Minimum standards will be set for this purpose. Applicants will be fingerprinted, and only South African citizens or permanent residents who are 18 years and older will be allowed to register as security personnel. They will also need to have a clean record with regard to offences such as murder, rape, robbery, fraud, arson and kidnapping.

The Bill provides for the formulation of a code of conduct for security officers.

Members of the SANDF and SAPS will not be allowed to work as private security officers in terms of the draft legislation.

Policies, strategies and plans

The SAPS Amendment Act, 1998

The SAPS Amendment Act, 1998 (Act 83 of 1998), which came into effect on 5 February 1999, provides a legal framework for the establishment, functioning and control of municipal police services. In terms of the Act, the functions of a municipal police service include:

- traffic policing
- policing municipal by-laws and regulations
- preventing crime.

The Regulations for Municipal Police Services were published on 11 June 1999.

The Durban Metropolitan Police Service was the first municipal police service to be established as a consequence of the Act. This Service replaced the previous Durban City Police on 1 July 2000. The second municipal police service, namely the Johannesburg Metropolitan Police Department, was established on 30 March 2001.

Domestic Violence Act, 1998

The Domestic Violence Act, 1998, which has far-reaching implications for members of the Service, was implemented in 1999. Legal Services facilitated the implementation of the Act in the Service, and a national instruction plan was drafted and implemented in compliance with the Act. Comprehensive training was presented to members to make them sensitive to the plight of victims, ensuring that victims of domestic violence receive the necessary support and assistance. Their duties and obligations in terms of the Act were also highlighted.

SAPS Strategic Focus, 2000–2003

In terms of government policy, and after considering the national crime intelligence estimate, crime information and crime pattern analysis, the strategic focus for 2000–2003 was developed and implemented. A geographical approach and an organised crime-combating strategy were developed, and multidisciplinary crime-combating teams established to deal with the elements of seri-

ous and violent crime, as well as organised crime in identified areas.

Two main categories of crime have been identified in the SAPS's strategic and operational plan for the next three years, namely:

- Organised crime relating to
 - vehicle theft and hijacking
 - drug trafficking
 - bank robbery and cash-in-transit heists
 - illegal plundering of South Africa's marine resources
 - money laundering
 - high-tech transnational crimes and cyber crime
 - commercial crime
 - illegal firearms
 - precious metals and stones.
- Serious and violent crimes, according to the geographical approach, relating to
 - 145 police station areas where 50% or more of all serious crimes occur
 - 18 flashpoint station areas where specific trends in crime and violence are prevalent, including
 - the hijacking of vehicles
 - bank robberies
 - cash-in-transit heists
 - illegal possession of firearms
 - violent crimes on farms and small-holdings
 - taxi violence
 - intergroup conflict
 - gang violence and vigilantism
 - security threats such as urban terrorism
 - crimes against women and children.

As part of the organisational strategy, the SAPS has identified budget, resource and human resources management as priorities. The optimising of physical and human resources, personnel development and the institutionalising of an ethic of professional service rendering form an integral part of the organisational priorities.

National Crime-combating Strategy

Over and above the ordinary policing of crime, and in an effort to stabilise crime in the short term, the SAPS has implemented the

National Crime-combating Strategy. The Strategy focuses on operational and organisational priorities. The following priorities of operational policing were identified in 2000 and were approved by Cabinet:

- serious and violent crimes
- organised crime
- crimes against women and children.

In order to address organised crime, a process has been implemented to identify syndicates that are involved in organised crime. Organised crime-combating task groups under the command of skilled detectives are assigned to each syndicate in order to neutralise them.

Operation Crackdown

Crime-combating task groups were established in March 2000 to focus on serious and violent crimes in the 76 areas identified as high-crime zones.

The task groups conduct intelligence-driven operational interventions according to the specific crime threat analysis of each zone. This is done in addition to the usual policing activities in affected areas. The focus on specific crime areas to address serious and violent crimes is referred to as the geographical approach.

The other leg of Operation Crackdown involves the organised crime approach, in terms of which organised crime syndicates are investigated in intelligence-driven operations carried out by task teams under the command of experienced detectives. In addition to these stabilising interventions, other measures have been instituted.

The Firearm Strategy was introduced to combat the proliferation of firearms, and the Domestic Violence Act, 1998 was implemented to combat crimes against women and children. The SAPS is also involved in various social crime-prevention initiatives in co-operation with the Social Cluster departments to address the underlying causes of crime and the factors that exacerbate violent crime.

From the beginning of Operation Crackdown in April 2000 to the end of March 2001, 485 551 arrests were made, of which 176 235 were related to serious crimes. Some 20 580



firearms were confiscated, and 15 804 vehicles recovered.

Several other national operations have been initiated under the umbrella of Operation Crackdown to combat specific crime-related problems:

Operation Tshwane

The main objective of this Operation is to execute high-density operations in the Pretoria area (not only the stations involved in Operation Crackdown), employing road-blocks, cordoning and search operations, etc. to combat

- housebreaking
- vehicle hijacking
- theft of motor vehicles

Information

History was made when the very first pilot programme in crime prevention, which was designed and developed from a needs analysis conducted by the Crime Prevention Guardian Committee, was presented to Police Service members from Gauteng with the rank levels Constable to Inspector. This learning programme consists of five study units with the aim of cultivating a proactive approach to policing amongst SAPS members. This implies a paradigm shift from the current approach to policing, and covers the following subjects:

- Study Unit 1: A mandate for democratic policing in South Africa. This deals with the mandate or obligation of SAPS members to prevent crime.
- Study Unit 2: Defining crime prevention from a proactive policing point of view. This defines and analyses the concepts of 'crime', 'criminal', 'victim', 'crime prevention' and 'security'. It is aimed at providing the learner with an analytical viewpoint when dealing with any crime problem, and introduces the learner with the phenomenon of different forms of 'crime displacement'.
- Study Unit 3: Principles of policing. This is intended to provide the learner with a comprehensive frame of reference for effective and democratic policing. The acceptance of the values and beliefs based on the principles of policing is stressed with the learner when dealing with crime.
- Study Unit 4: Crime prevention approaches and techniques. It provides the learner with different approaches to crime prevention and a range of techniques that can be applied in crime situations.
- Study Unit 5: Planning and implementing crime-prevention programmes. This provides the learner with guidelines on how to identify a crime problem, obtain crime information, and plan, implement and evaluate a crime-prevention programme. It enables the learner to involve other role-players, and addresses a potential crime problem systematically.

- theft out of motor vehicles
- robbery and armed robbery.

Between 1 February 2001 and 7 May 2001, 7 387 suspects were arrested for serious crimes, while 162 vehicles were recovered and 715 weapons confiscated. This Operation is ongoing.

Social crime prevention initiatives

In support of the stabilising operations of Operation Crackdown, the crime prevention strategy of the SAPS is being integrated with social upliftment projects. As such, the strategy is also a central pillar of the SAPS's long-term investment in social crime prevention. These factors include alcohol and drug abuse, gangsterism and easy access to firearms.

The social crime prevention initiatives largely focus on partnership interventions in co-operation with the Social Cluster departments. This is in support of the President's call for an integrated approach to crime prevention and poverty alleviation in identified pilot areas. The initiatives focus on rural development and urban renewal.

Rapid Deployment Stability Force

The national Rapid Deployment Stability Force was established late in 2001 for deployment in all provinces.

This Force will be deployed in support of local police in flashpoint areas in instances where normal policing is not appropriate to deal with incidents of major public disorder, serious and violent crimes, and disaster management.

Such deployment will be maintained until the situation has been stabilised.

The Rapid Deployment Stability Force will be supported by the SANDF and 43 SAPS intervention units, which will operate at area level and will serve all police areas in the country.

Air-supported Reaction Forces

Air-supported Reaction Forces were being established in Gauteng, and this capacity will be extended to the Western Cape, KwaZulu-Natal and Eastern Cape by late 2001. These

units will act as quick-response units to incidents of serious and violent crimes such as bank robberies, vehicle hijackings and farm attacks. Air support will also be used for aerial surveillance purposes.

Satellite tracking systems will be installed in all SAPS aircraft to enhance the capacity to deal effectively with the theft and hijacking of vehicles. The extension of this capacity is under investigation.

Two additional helicopters have been purchased at a cost of R25 million to strengthen air support capacity. An order has also been placed for two further helicopters. Delivery was expected by the end of October 2001.

Operation Rachel VII

To help the citizens of Mozambique rebuild their lives after the floods, a joint operation spanning five days was carried out in July 2000 to destroy arms caches in Mozambique. Members of the Special Task Force, Firearms Investigation Unit, Bomb Disposal Unit and Crime Intelligence joined their Mozambican counterparts in the operation.

The operation, named Rachel VII, was part of Operation Crackdown, and was expected to contribute to the reduction of illegal firearms entering South Africa. The Operation contributed to the large number of firearms and ammunition destroyed during previous operations.

The Justice, Crime Prevention and Security and Social clusters

Since 2000, crime-prevention programmes impacting on the criminal justice system (CJS) have been coordinated through the Justice, Crime Prevention and Security Cluster of departments.

The SAPS chairs the Cluster, and participating departments include Justice and Constitutional Development, Correctional Service, Home Affairs, Social Development, Foreign Affairs, the SANDF and the intelligence community.

Programmes prioritised within the Cluster are geared at improving the CJS and render-

ing it as a more effective mechanism. Programmes include those that address

- firearms
- overcrowding of prisons (including the integrated management of prisoners awaiting trial)
- technology in support of an integrated justice system (IJS)
- the quality of operations in high-crime areas/hot spots
- services to victims of crime and violence with special focus on reducing crimes against women and children
- community involvement in crime prevention and combating
- gang violence, taxi violence, reducing the number of wanted persons, and urban terrorism
- positive values for youth so as to build their resilience and resistance to crime.

Those programmes impacting on the social causes for offending and victimisation have been coordinated through the Social Cluster of departments. The Cluster is chaired by the Department of Social Development, and includes the ministries and departments of Education; Health; Housing; Public Works; Land Affairs and Agriculture; Sport and Recreation; Transport; Arts, Culture, Science and Technology; Minerals and Energy; Water Affairs and Forestry; Justice and Constitutional Development; Correctional Services, and the SAPS. The relevant social crime prevention programmes include:

- poverty alleviation
- integrated rural development
- urban renewal
- comprehensive social security
- social justice and social cohesion (rehabilitation of prisoners)

The National Crime Prevention Strategy (NCPS)

The NCPS started with 14 initial projects, some focusing on areas that were in need of immediate attention, such as the IJS, while others addressed specific areas of crime prevention, such as victim empowerment. Other initial projects included border control, an



integrated security system, environmental design, vehicle crime and corruption.

Many of these projects also have sub-issues. For example, the border control project has 19 ongoing activities, while the project on streamlining the IJS encompasses victim empowerment, organised crime, corruption, commercial crime, gangsterism and domestic violence. Special attention will be given to gang violence and gang activities in various parts of the country during 2002. An integrated task group was established in the Western Cape in January 2001 to implement the first phase of the Strategy. More than 250 suspects were arrested in January 2001 in connection with gang violence, including 14 arrests for murder, 10 for attempted murder, 11 for rape, eight for robbery and armed robbery, 11 for the possession of unlicensed firearms, and 54 for the possession of dagga and other drugs.

The Department of Correctional Services established task forces to deal with gang violence in prisons. Results were achieved when some of the offenders linked to gangs in the community were sent to different prisons.

Areas for new projects will centre around social crime and situational crime prevention. Social crime prevention will focus on the cycle of violence that begins with young children and continues into adulthood. Efforts to develop projects in conjunction with the departments of Health and Education are under way to reach young children in schools and at home. Situational crime prevention involves planning safer areas through, among other things, improved access and lighting.

Information

A new policy on the recruitment and use of reservists has been developed. The recruitment of additional reservists in accordance with the newly-designed policy will commence immediately after approval of the policy. A target of 30 000 reservists has been set.

These reservists will be employed, among other things, to

- strengthen crime-prevention units
- implement sector policing
- extend sector policing in terms of rural safety.

Integrated Justice System (IJS) Project

The Project focuses on programmes to improve and integrate the CJS to provide a system that is fair, quick and predictable, thereby deterring potential offenders from committing crimes and ensuring good treatment for victims of crime. Much has already been achieved. This involves a 'back to basics' approach combined with the optimum use of new and powerful technology to improve information management and work practices.

A more in-depth study identified further weaknesses and set out the architecture for an IJS. There are three types of implementation projects: quick-fixes, fast-track projects, and enterprise-level projects. It initiated projects on court management intended to improve the efficiency and service delivery of courts as one of the fast-track areas.

One of these is the Integrated Management of Awaiting Trial Prisoners, aimed at reducing the number of awaiting-trial prisoners in the prison system. The project has been introduced in a number of prisons in major centres in the country, with excellent results.

Some of the most significant recommendations of the IJS project are for enterprise-level systems. These include an integrated and automated common positive identification system based on the AFIS, a criminal history system, a docket management system, and a management information system. Funding for these projects was allocated from the 2000/01 financial year for the next three years and will probably continue into the next Medium-term Expenditure Framework cycle.

The SAPS Victim Empowerment Programme (VEP)

Prior to 1994, services to victims were rendered primarily by NGOs working in the field of child and women abuse. In 1996, with development of the NCPS, the South African Government prioritised the need for improved services to victims in the CJS, and acknowledged that the absence of victim aid and empowerment plays an important role in the cyclical nature of crime and violence.

The NCPS further recognised that victims of past or current criminal activity, if untreated, often become revictimised, or perpetrators of re-tributive violence, or violence displaced in the social or domestic sphere.

The NCPS further recognises that victim aid, which is often regarded as remedial rather than preventive, has much to contribute to the prevention of crime.

The NCPS advocates a victim-centred approach to crime and crime prevention, and makes specific provision for an intersectoral programme to improve services to victims. This programme, called the NCPS VEP, is led by the Department of Social Development and includes role-players such as the SAPS, the departments of Justice and Constitutional Development, Health, Correctional Services, and Education, as well as NGOs, CBOs and academics in the field of victim empowerment. The Programme aims to empower victims of crime and violence by

- making the CJS more accessible and understandable
- providing a greater and more meaningful role for victims in the criminal justice process
- addressing the negative effect of victimisation through the provision of counselling and support services at local level.

The *White Paper on Safety and Security: 1999–2004* also emphasises the need for improved services to victims. The Department of Safety and Security views victimisation as a violation of human rights. It subscribes to the United Nations (UN) Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power, which clearly states that victims have the right to be treated with respect and dignity; the right to offer information and to receive information; the right to be given legal advice; and the right to protection, compensation or restitution.

Victim empowerment has also been included as a national priority in the annual priorities and objectives of the SAPS, and forms an integral part of the community policing philosophy.

To achieve these objectives, the SAPS has expressed the need for a manual to facilitate

and direct their role in establishing a holistic, effective VEP which will serve all South Africans.

Objectives

The aims of the SAPS VEP are to

- provide a framework within which the concept of victim empowerment can be integrated into routine police practice and procedures
- set standards and guidelines for the establishment and management of victim empowerment initiatives in the SAPS
- set minimum standards with regard to services to victims of crime, violence and traffic-related accidents
- identify areas of intersectoral co-operation and determine obligations with regard to the development, implementation and monitoring of services to ensure accountability and control at all levels.

To ensure that this policy framework is in line with international developments but also applicable to South African circumstances, it was developed with due regard to

- the UN Declaration on Basic Principles of Justice for Victims of Crime and Abuse of Power
- the *International Victim Assistance Training Manual* on the use and application of the UN Declaration
- *From Policy to Practice: Exploring Victim Empowerment Initiatives in South Africa*.

Victim empowerment initiatives

In 2000, the SAPS continued tackling the challenges pertaining to improving services towards victims of crime and violence (in particular women, children and victims of sexual offences), as part of the NCPS VEP. The following initiatives were implemented during 2000:

- A three-day national Victim Empowerment Training Programme for SAPS members was developed and approved. The Programme will be implemented over a period of three years, and is funded nationally. The aim of the Programme is to sensitise SAPS members with regard to victims' needs and rights, and equip them with a working



- knowledge and practical skills on how victims of crime and violence should be treated. Approximately 20 000 members have received training in the Programme.
- The SAPS participated in initiatives to institutionalise victim empowerment among service-providers. These initiatives included:
 - Participation in the development of a Victim Charter for the country. The Department of Justice and Constitutional Development led the process.
 - Developing an SAPS policy and guidelines, defining the roles and responsibilities of members in dealing with victims of crime.
 - SAPS National Instructions for guiding members in handling domestic violence incidents were issued in December 1999. Monitoring the implementation of the Domestic Violence Act, 1998, has received priority in the SAPS. A total of 19 862 police officials were trained.
 - The SAPS initiated a process to improve facilities at police stations to meet victims' needs. This process included establishing victim-friendly support centres/rooms and statement-taking, and rendering support services. Some 524 of these were established country-wide. The SAPS was also part of an interdepartmental process, which culminated in 97 national and provincial projects aimed at improving counselling and related services rendered to crime victims. These initiatives were led by the Department of Social Development.
 - As part of victim empowerment (in particular victims of sexual offences), the SAPS distributed victim care packages to all police stations. These are given to victims for personal use once medical evidence has been gathered.
 - The SAPS also initiated public awareness campaigns with regard to domestic violence and rape. Posters and brochures were produced to inform members of the public about their rights and processes that should be used in addressing domestic violence and rape. The posters

are displayed at all police community service centres.

- In partnership with CBOs and the Department of Social Development, the SAPS established 56 volunteer networks linked to police stations. These volunteers play an important supportive role to victims of crime, and especially with regard to victims of domestic violence, child abuse and rape.

Projects and partnerships

A major objective of community policing is to establish active partnerships between the SAPS and the community through which problems regarding crime, service delivery and police-community relations can jointly be analysed, and appropriate solutions designed and implemented. This requires that the police should constantly strive to create an atmosphere in which potential partners are willing and able to co-operate. Many station commissioners are realising the benefits of this approach, and have reaped remarkable successes by actively involving the community in identifying and addressing local crime priorities and other 'burning issues'.

Reject and report stolen goods

The Minister for Safety and Security, Mr Steve Tshwete, in co-operation with the National Commissioner of the SAPS, Commissioner Jackie Selebi, launched a national campaign, in Kaitshong, Gauteng, on 2 April 2001, encouraging members of the public to reject and report stolen goods. The campaign discourages members of the public from accepting or purchasing stolen goods by alerting them to the victimisation and human suffering it causes, as well as the impact thereof on the economy.

Saambou Bank Community Policing Competition

The aims of the Competition are to give acknowledgement and rewards to police stations and police units who have progressed commendably. The primary aim of this Competition has, since its introduction, been

to contribute to the institutionalisation of community policing. The focus for the 2000/01 Competition was directed at the assessment of endeavours aimed at improving the quality of service; police-community relations; and projects aimed at enhancing the safety and security of communities. The Competition gives recognition to those police stations and specialised units that have contributed much to the betterment of quality service by the SAPS.

The Competition aims to reward both the efforts made to enhance, as well as the results achieved in improving, the SAPS's involvement in the following three focus areas:

- police-community relations
- service delivery
- crime prevention and combating.

***Ad hoc* partnerships**

NGOs and other community representatives often approach the SAPS with regard to partnership projects which they wish to implement and which will be managed by the SAPS. One such example is the following: Jong Dames Dinamiek (JDD) has for the last two years been involved in victim empowerment. They render support to the SAPS in the establishment of trauma rooms at police stations and by supplying professional assistance to victims. JDD is currently involved at 60 police stations country-wide.

Crime Buster Campaign

The Crime Buster Campaign was implemented in 1998 with the purpose of empowering particularly women by means of basic self-defence techniques.

Crime Stop

Crime Stop is the most community-oriented service rendered by the SAPS. The SAPS, through Crime Stop, involves the community in the active fight against crime without subjecting them to the dangers of apprehending criminals or suspects. The community is invited to report any information on criminal activity anonymously to the share-call number 08600 10111.

Captain Crime Stop

The aim of the Captain Crime Stop Campaign is to educate children about personal safety, including child abuse. The Campaign targets nursery school children between the ages of three and six years, and primary school children from grades one to seven. The Campaign creates an awareness among children of the share-call service number and the emergency telephone number of the SAPS (10111).

National Bureau for Missing Persons

On 26 June 2001, the SAPS became the first police service in Africa to launch a missing children website (za.missingkids.com). It has become the 11th country in the world to harness computer technology in the search for missing children. Thousands of children go missing every day, and by June 2001 there were 800 cases.

The National Bureau For Missing Persons was established on 3 October 1994 by the SAPS. As a community-orientated service, the main purpose of the Bureau is not to take the investigation of a missing person into their own hands, but to render a support service to the investigation official. This support entails the running of a database where all the particulars of a missing person such as tattoos, scars, hair colour, eye colour, etc. are stored. This database is situated on a mainframe, and is accessible to every police official in the country.

The Bureau has state-of-the-art computer equipment which enables it to store photos of missing persons on the same database. A photo of a missing person can be scanned in at any of the six offices of the Bureau, saved to the database, and be available virtually anywhere in the country. This enables the Bureau to physically get a photo of a missing child who is suspected of being kidnapped onto national television within a short period of time. Any information received at the Crime Stop line is given through to the investigator to follow up.

The Bureau also performs a watchdog function by making sure that each case of a



Specific crimes per 100 000 of the population

Crime	Jan–Dec 2000	Jan–March 2001
Housebreaking:		
Residential	688,1	168,1
Housebreaking:		
Business	209,2	50,6
Other robbery	198,3	50,7
Stock-theft	94,1	22,2
Shoplifting	153,6	35,9
Theft: Motor vehicles	228,7	54,4
Theft out of or from motor vehicles	452,8	111,0
Other thefts	1 246,9	326,2
Fraud	154,4	37,5
Murder	49,3	10,8
Attempted murder	63,7	14,5
Robbery with aggravating circumstances	251,3	61,4
Rape	120,1	29,5
Assault GBH	624,0	156,4
Assault Common	569,2	145,8

* Please note that the crime statistics, including those for the year 2000 and the first quarter of 2001, are data that was collected before the SAPS implemented measures to improve the integrity and reliability thereof. The validity thereof can therefore not be guaranteed. Only crime statistics gathered from 1 July 2001 onwards will be seen as statistics with a higher degree of validity.

Source: Crime Information Analysis Centre, SAPS

missing person gets the necessary attention from the investigator that it deserves.

Crime statistics

In June 2000, while reviewing the first three months of Operation Crackdown, the National Commissioner of the SAPS and top management expressed their dissatisfaction with the unreliability of crime statistics. The Commissioner instructed that the gathering of statistics be reviewed in its entirety to optimise operational planning. The Minister for Safety and Security consequently imposed a moratorium on the release of crime statistics on 20 July 2000.

A task team was appointed and an implementation plan formulated with target dates extending to mid-2001. The task team discovered that most of the problems existed at

grass-roots level, because members were not applying the correct definitions to crimes. Members were incorrectly entering crimes into the system, for example, entering crimes in the wrong geographical areas on the system or using the incorrect crime codes.

By February 2001, more than 3 000 members had been trained in the capturing, extraction and analysis of crime information as part of the implementation plan. Standardised crime definitions and counting rules had also been developed. Additional civilian members were employed at key police stations to assist with the capturing of crime-related data.

The relevant information technology systems are being improved in areas such as user-friendliness, integration with other crime-related systems, crime codes, and geographic reporting blocks. A contingency plan was implemented to address the down times. Additional work stations were used in 2000 to acquire the Crime Administration System.

Defence

The Constitution, the Defence Act, 1957 (Act 44 of 1957), the *White Paper on Defence* and the *Defence Review* mandate the Department of Defence. These laws and policies direct and guide the functions of the Department of Defence and the SANDF.

The Department of Defence is likely to play an increasingly important role in regional security management in future. Its participation will impact favourably and substantially on the state of, especially, military security within the region. The Department's vision is therefore to ensure, in accordance with the Constitution, effective defence for South Africa, enhancing national, regional and global security through balanced, modern, affordable and technologically advanced defence capabilities. The mission of the Department is 'to provide, manage, prepare and employ defence capabilities commensurate with the needs of South Africa as regulated by the Constitution, national legis-

lation, and parliamentary and executive direction'.

The Department's aim is to defend and protect the Republic of South Africa, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force.

Functions of the SANDF

The SANDF is committed to defending and protecting the sovereignty, territory and people of South Africa to secure an environment of peace and prosperity for all. The Constitution therefore provides that the SANDF may be deployed for service in compliance with the

- international obligations of the Republic to international bodies and other states
- preservation of life, health or property
- provision or maintenance of essential services
- upholding of law and order in the country in co-operation with the SAPS, under circumstances set out in law, where it is unable to maintain law and order on its own support of any State department for the purpose of socio-economic upliftment.

Tasks of the SANDF

At operational level, forces have to be structured and prepared to deal with specific tasks. Each of these places demands on the capabilities of the Department of Defence. The tasks of the SANDF as agreed upon in the *Defence Review* and confirmed by analysis are:

- Providing core defence capabilities for the defence of South Africa against external military threats, and the execution of military operations in defence of South Africa, its interests and its citizens, when so ordered by the President.
- Providing defence capabilities against internal threats to the constitutional order, and the execution of such operations in a state of emergency when so ordered by the President.
- Promoting regional security through defence co-operation within the Southern African Development Community (SADC).

- Promoting international security through military co-operation in support of South Africa's foreign policy.
- Providing a military capability for participation in regional and international peace support operations.
- Providing and applying forces for land, air and maritime border protection against non-military threats.
- Providing a capability to maintain law and order in co-operation with the SAPS on an ongoing basis. This will remain necessary until the Police Service is able to fulfil the task without assistance from the military other than in exceptional circumstances.
- Providing surveillance and enforcement support for relevant authorities for the protection of marine resources, control of marine pollution, and maritime law and enforcement.
- Providing air traffic control services in support of civil aviation authorities.
- Providing military support for the preservation of life, health and property in emergencies where the scale of the emergency temporarily exceeds the capacity of the relevant civil authority.
- Providing emergency capabilities for the maintenance of essential services, which have been disrupted temporarily and where the capacity of the relevant civil authority is exceeded.
- Providing medical and health services in support of relevant authorities in accordance with approved policy.
- Providing search and rescue support for the relevant authorities in accordance with domestic agreements and South Africa's international obligations.
- Providing an air transport service for VIPs and other officials in accordance with the approved policy.
- Providing support for other State departments for missions to the Antarctic and southern oceans.
- Providing hydrographic services to South African mariners in compliance with the international obligations of the Republic.



- Providing an infrastructure for the management of the Service Corps.
- Providing a communications security service for other State departments.
- Administering the National Key Points Act, 1980 (Act 102 of 1980).

Defence strategy

The Department of Defence's Corporate Strategy, which consists of the Business Strategy and the Military Strategy, is currently being developed. Indications are that the focus of the Strategy will be on the execution of missions currently (and in the foreseen future) expected of the Department as opposed to focusing exclusively on the primary responsibility of defending South Africa.

Defence administration

The Government manages State business through programmes.

The following are the Defence Administration subprogrammes:

- Office of the Minister
- Office of the Secretary for Defence
- Office of the Chief of the SANDF
- Policy and Planning
- Financial Services
- Personnel Services
- Acquisition Services
- Legal Services
- Inspection Services
- Corporate Communication
- Reserve Force Advice.

Information

A joint project to curb escapes from SAPS custody was launched in co-operation with the Council for Scientific and Industrial Research (CSIR). This research focuses on the technical side of police cell security, and more specifically, specialised electronic security systems. Prototype systems have been installed and monitored. Although some weaknesses were identified, for the past two years no escapes were experienced from the cells where the systems were installed. There were attempts where detainees tried to escape, but the systems notified the members on duty before the escapes could take place. It is foreseen that an affordable solution will be found in the near future in order to get the implementation phase off the ground.

Operations

Conventional:

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

- Land operations: The SANDF will conduct offensive, proactive and reactive land operations directed at stopping and destroying the enemy before it can penetrate South African territory
- Air operations: Enemy air power will be neutralised mainly through defensive counter-air operations assisted by air-mobile land operations aimed at destroying the enemy air force on the ground
- Maritime operations: Enemy maritime forces will be attacked at range, while the defence of own and friendly shipping will be enhanced by defensive patrols and escorting.

Non-conventional:

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

- in its peacetime internal roles, the SANDF subscribes to the employment of its conventional capabilities in focused high-density military operations with the aim of restoring law and order
- support to the SAPS in the maintenance of law and order will be provided by general support tasks and focused rapid-reaction operations directed at priority crime and the conduct of special operations
- border control will be exercised on land, sea and air by high-technology surveillance supported by rapid-reaction forces
- general area protection will be provided by a combination of high-density and rapid-reaction operations.

Operational commitments:

These include:

- The achievement of international and regional defence co-operation aims.
- The execution of limited peace operations.
- Effective land, sea and air border control.
- The maintenance of law and order in co-

operation with the SAPS, with special attention to the combating of taxi violence, robberies and heists.

- Control of the South African maritime areas of responsibility including the Exclusive Economic Zone (EEZ).
- When requested, support to civil authorities within the scope of regulations regarding the following:
 - the preservation of life, health and property.
 - the maintenance of essential services.
 - the provision of medical and health services.
 - search and rescue operations.
 - missions to the Antarctic and the southern oceans.
 - diplomatic initiatives. The Force Design of the SANDF is not to be adjusted to achieve this objective. The utility value of the available force is, however, to be used to maximum effect in the pursuance of this objective.
- Air transport missions including VIP flights and departmental scheduled flights.
- Area defence operation missions.
- Combined and joint force preparation missions.
- Special forces missions.
- Borderline control – the SANDF deploys forces in support of the SAPS along South Africa's international borders. Because the Defence Act, 1957 has not yet been rewritten, giving the legal responsibility to the SANDF, the SAPS still have *de jure* responsibility for the country's borders. The SANDF deployments consist of, on average, 13 infantry companies patrolling selected sections of the land borders, supported by elements of the South African Military Health Service (SAMHS) and the South African Air Force (SAAF). The SAAF contributes aircraft to deploy land forces where necessary and carry out reconnaissance flights along the land and sea borders, where they assist the South African Navy ships patrolling the EEZ. The Navy patrols the coastline, assisting the Department of Environmental Affairs and

Tourism with the prosecution of illegal fishermen, while also maintaining a presence at sea and thereby deterring other criminal activities such as smuggling of drugs. The SAAF further assists the Civil Aviation Authority as well as the SAPS Border Component in an attempt to control illegal aircraft entering South African airspace.

Other defence commitments

Other defence commitments of the Department of Defence are to

- achieve a reasonable level of military diplomacy through
 - the placement and control of defence attachés
 - the preparation and servicing of Memoranda of Understanding
 - participation in international and regional defence structures such as the UN, Organisation of African Unity (OAU)/ African Union (AU), SADC and the Interstate Defence and Security Committee (ISDC).
- achieve international obligations of the Department of Defence according to international agreements such as the following:
 - search and rescue
 - hydrography.
- provide communications security services for other State departments
- administer the National Key Points Act, 1980.

Management of transformation

The Defence Staff Council is the management body for implementing the design solutions and is actively engaged in pursuing a transformed Department of Defence. This includes the following:

- maximising defence output by optimising defence capabilities under the given defence budget. This is done by applying the tools developed during the project and actively engaging and seeking guidance from government in this process.
- minimising defence cost by following a process or value chain-based systems approach.



- improving responsiveness and encouraging direct client-supplier relationships.
- concentrating all Department of Defence elements at bases where they can share facilities and services.
- focusing on core business and outsourcing non-core business.
- ensuring a reliable reserve force structure.
- establishing a new integrated command and management information system to enable re-engineered processes, to reduce the cost of management information, and to institutionalise performance management.
- ensuring continuous success by refining the institutionalisation of leadership, command and management practices developed during the course of this project.

One force

The 'one force' concept comprises the Regular and Reserve Force components of the SANDF.

The Regular Force consists of soldiers highly trained to operate and maintain a core capability, sophisticated equipment and defence systems.

The Reserve Force is the former part-time component of the SANDF. They are trained to bolster the core defence commitment. Other components will be the Army Conventional Reserve, the Army Territorial

Information

Members of the SAAF who saved thousands of lives during the devastating Mozambique floods early in 2000 were awarded one of aviation's highest accolades. The Prince Philip Helicopter Rescue Award was presented to the SAAF for its members' exemplary performance, and caring and devotion to duty during the rescue mission, Operation Litchi. In nine days, with only seven helicopters, the South Africans saved more than 14 000 lives. The Award was collected by Lt-Col Jaco Klopper and Major Siphwe Dlomo on behalf of the 264 soldiers involved.

The German Federal Republic also awarded Lt-Col Klopper the Silver Cross of Honour of the German *Bundeswehr* for his efforts during the rescue operations in Mozambique.

The SANDF again rendered assistance in February and March 2001 when more floods caused havoc in that country.

Reserve, which includes the commandos, the Air Force Reserve, the Naval Reserve and the SAMHS Reserve. The Army Territorial Reserve operates mainly in co-operation with other government departments, especially the SAPS. Approval has been granted for the expansion of the Defence Reserve Force divisions to include offices in 10 regions. These offices will carry out the mandate of Chief of Defence Reserve at regional level.

This is aimed at involving Reserve Force members in the command, management and decision-making processes, and providing them with enhanced career development opportunities.

Structural concept

Ministry of Defence

The top structure of the Department of Defence has been redesigned in terms of what is known as the 'Governance Model'. According to the Model, the top structure, incorporating the Minister, Deputy Minister and the Department's Head Office, is now known as the Ministry of Defence. The Head Office will integrate the former Arms of Service Headquarters, Defence Headquarters and the Defence Secretariat. Nineteen staff divisions have been identified, and the incumbents to head up each division have been appointed. The main divisions will formulate policy and be responsible for the provision, preparation and support of the forces necessary to fulfil any assignments. As a new feature, and following international trends, the operational employment of forces falls under a joint operations division.

Intermediate level

The intermediate structures between the Ministry and the units on the ground consist of structures for force preparation, force support and force employment.

Force preparation

The Chiefs of the Services (Army, SAAF, Navy and SAMHS) are responsible for the 'provide

forces' processes of their respective services. Type formations are basic building blocks in this process.

Each type formation has its own commander. A type formation includes, where practical, all units and support elements related to a specific user system type. It 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 type formation can provide the same service for 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 type formations established by the different Services are:

- army – infantry, artillery or armour formations
- air force – fighter systems group
- navy – the fleet
- military health service – military health formations.

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

Force support

Support formations are intermediate structures with their own formation commanders. Their task is to provide combat support for type formations and other system structures. Their nature and functions are generally similar to those of type formations, except that they do not provide combat-ready forces.

Force employment

Five permanent regional task force headquarters have replaced the previous nine territorial command headquarters.

If required, temporary joint task force headquarters may be created for specific operations. Combat-ready units are prepared, provided and supported, as required, by the Services.

Bases

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

Bases exercise administrative control but not command over attached units. In some cases, base commanders may also be type formation commanders or task force commanders for specific local operations or exercises.

Units

Units encompass combat units, such as artillery, armour and infantry regiments or battalions, air squadrons, ships, medical battalion groups, or support units such as depots and schools.

Deployable units have the appropriate support elements. The number of units on the ground and their shape and functions will be determined in the final planning stages of the *Defence Review* and the transformation process.

Important developments

Integration

The termination of the Integration Intake Bill together with a Constitutional amendment and an amendment to the Demobilisation Act, 1996 (Act 99 of 1996), have been tabled for passage through the legislature in 2001. The legislation aims to formally and legally bring the integration and demobilisation process to an end.

Provision is, however, made for members whose names are on the Certified Personnel Register and are granted amnesty, to be considered for integration.

Subject to the promulgation of the draft legislation, a final intake of former non-statutory force members will be undertaken.

A Code of Conduct, which will be signed by all top management members, has been formulated. A laminated pocket-size edition will be issued to every member. The Code is intended to capture the core values of the SANDF and is a vision of military professional-



ism in South Africa. It provides a normative basis for unity, morale and discipline.

Military veterans

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

The Minister has appointed the Chairperson and Members of the Advisory Board on Military Veterans Affairs from nominees received from the recognised Military Veterans' Organisations. The Advisory Board will become operational during 2001/02.

The President is designated the Patron-in-Chief of all military veterans in terms of the Act.

Downsizing and rightsizing

The transformation of the Department's human resources entails two macro-processes, namely a reduction in the number of personnel (downsizing) and the attainment of the desired composition and ratios (rightsizing).

The *Defence Review* guidelines, financial limitations and Parliamentary approval will determine the final force design and shape of the Department, as well as the size and composition of its human resources.

The Department's full-time component has been reduced from a peak strength of 102 600 members in 1995/96 to 78 823 at 31 March 2001, amounting to a reduction of 23,2% over five years. The reduced strength has been achieved by making use of the following human resources reduction mechanisms: selective appointments, natural attrition (including voluntary termination of short-term contracts by members), voluntary severance packages and employer-initiated packages.

Current projections indicate that, with the assistance of employer-initiated packages, the Department will be able to achieve the *Defence Review* guideline of a 70 000 full-time component by 2003. This should result in a decrease in personnel expenditure from

the current 53% to 47% of the defence budget, excluding the effect of improvements in conditions of service.

The abovementioned reduction mechanisms also assisted the Department to improve the rightsizing of its human resources component, particularly in terms of representivity. At 31 March 2001, blacks comprised 73,9% and whites 26,1% of the full-time component. In order to accomplish the comprehensive rightsizing of the Department in terms of all the desired ratios at all levels (eg. race, gender, disability, combat versus support ratio, full-time component versus Reserve Force ratio, and Defence Act personnel versus Public Service Act Personnel ratio), there is a requirement, however, for a mobility/redeployment mechanism to enable the Department to reskill, redeploy and reintegrate members into civil society.

The necessity to have a predominantly young, fit and healthy human resources composition, especially among the military component, as well as the requirement to retain scarce operational and functional expertise, will continue to be primary considerations in the Department's efforts to rightsize.

Resettlement

The Directorate: Separation has been established to ensure an efficient and cost-effective process to facilitate the re-entry of members from the military into civil society. A work group has been established to devise the mechanisms for the resettlement of rationalised members, both military and civilian.

Structures within the personnel support environment, the SAMHS and the Service Corps will work together to facilitate the coordinated re-entry of rationalised personnel into society.

Most of the Service Corps training programmes are outsourced to training institutions accredited by the Department of Labour.

The Reserve Component is committed to utilising the skills of all trained volunteers to the fullest to ensure that military training is not lost too soon.

Peace support

According to the *White Paper on South African Participation in International Peace Missions*, the SANDF continues to prepare for support in peace missions. Since 1999, the SANDF has established a reserve of military observers for deployment. These members are available as United Nations Military Observers (UNMILOBS), Military Liaison Officers (MLOs) and Staff Officers in Mission Headquarters. Trained personnel can be deployed to any OAU/AU or SADC mission for the same purposes.

Since September 1999, one MLO has been deployed in Kampala, Uganda, as part of the UN Mission for the Democratic Republic of Congo (DRC) (MONUC I). Members rotate every six months. Since the beginning of 2001, nine SANDF members have been deployed to the OAU/AU Liaison Mission (OLMEE) and UN Mission for Ethiopia and Eritrea (UNMEE), respectively two members as MLOs to OLMEE and seven members to UNMEE, the latter including UNMILOBS and staff officers.

The SANDF is contributing to the second phase of the UN Mission for the DRC (MONUC II) in terms of specialised elements. The SANDF Specialised Contingent comprises close to 100 members, who are mainly responsible for air cargo handling at the UN air terminals in the DRC. The contingent includes one Aero Medical Evacuation Team of six members, two Air Crash Rescue and Fire Fighting Teams of seven members each, six Air Cargo Handling Teams of eight members each, and a Contingent Command and Support Unit of 20 members. SANDF members are also occupying posts as staff officers in the MONUC Headquarters in Kinshasa. Participation in the UN Standby Arrangement SYSTEM is the next logical step.

The South African Government has been approached to consider making a contribution to the resolution of the conflict in Sierra Leone. The UN Observer Mission in Sierra Leone (UNAMSIL) is continuing.

From October 2001 to June 2002, South

African troops are deployed in Burundi to assist in the transformation process in that country.

Equal opportunity and affirmative action

The *White Paper on Defence* and the Employment Equity Act, 1998 (Act 55 of 1998), require all government departments to design affirmative action plans. The Department has fast-tracking and mentorship policies and affirmative action plans in place.

By December 2000, the Department of Defence employed 73,3% black people and 20,1% of its employees were women.

The Department of Defence provides language instruction, translations and interpreting in all 11 official languages, in languages needed for peace-keeping operations, and in foreign languages required for international liaison to its members.

Gender issues

In November 1998, the Department of Defence made five commitments as required by the Office on the Status of Women to be implemented over a period of five years. The commitments are to

- conduct a department-wide campaign to eliminate violence against women and children who are dependants of members of the SANDF and employees of the Department of Defence
- formulate and enforce a policy on the prevention of sexual harassment
- formulate a policy to prevent violence against women during armed conflict, and address the unequal power relations between men and women
- adhere to all international conventions and treaties, including international customary law and tradition, with reference to the treatment of women and children during armed conflict.

Policies on disability, gender, and prevention of violence against women and children were expected to be launched in 2001.



Labour relations

Since 1994, unions have emerged among certain government departments initially referred to as essential services. These unions exist through the provisions of the Labour Relations Act, 1995 (Act 66 of 1995), and exclude the military personnel in the Department of Defence.

The battle to legalise unions in the SANDF was precipitated by the leadership of the South African National Defence Union (SANDU) at the Constitutional Court (CC) as a result of the refusal of the Defence Force to recognise trade unions.

The CC found it unconstitutional to deprive uniformed members the right to join trade unions or any organisations looking after their interests. At the end of May 1999, the Court ordered the Minister of Defence to promulgate regulations concerning the relationship between the members of the SANDF and the Department of Defence as the employer.

Consequently, the regulations granting labour rights for members of the SANDF were promulgated and published in the *Government Gazette* on 20 August 1999 as Chapter 20 of the General Regulations for the SANDF and Reserve. These Regulations provide for the formation of military trade unions (MTUs) and apply to members of the Permanent Force and the Auxiliary Service.

Various MTUs were formed and the Minister of Defence granted some of them the right to recruit members within the SANDF units in order to meet the threshold required for formal registration as an MTU by the Registrar of MTUs. Individual members are required to accept the rights and limitations with respect to their labour rights as specified in the Regulations. Subject to the provisions of these Regulations, a member is entitled to exercise his or her labour rights as contemplated in Section 23 of the Constitution, on an individual basis or collectively through an MTU. No member may join or belong to any trade union other than an MTU.

The limitations are that members may not participate in a strike or secondary strike or

incite other members to strike or to participate in a secondary strike. Members are prohibited from participating in peaceful and unarmed assemblies, demonstrations, pickets and petitions in support of a strike or secondary strike if this relates to any defence matter. The Regulations also provide for organisational and bargaining rights with regard to MTUs. Subject to the provisions of the Regulations, the following MTUs are permitted to recruit members in the SANDF: SANDU, the Armed Force Union of South Africa, the South African National Defence Forum and the Military Trade Union of South Africa. A number of other groupings are organising and are expected to be recognised soon. The first MTU was registered in July 2000.

Legal matters

An order by the High Court (Cape Provincial Division) on 18 December 1998, declaring certain sections of the Defence Act, 1957, unconstitutional, resulted in an interim revision of the Military Disciplinary Code (MDC) to enable the operation of the military justice system. This revised version was published as the Military Discipline Supplementary Measures Act, 1999 (Act 16 of 1999), and was implemented on 28 May 1999. On 25 May 1999, the CC discontinued the hearing to confirm the order of unconstitutionality by the High Court on the basis that, subject to the commencement of this new Act, the issue had been rendered moot. As the judgment of the High Court was not confirmed, its order does not stand and is not binding. However, a full revision of the MDC is still in progress.

The Defence Special Tribunal Act, 1998 (Act 81 of 1998), became effective on 1 January 1999. It provides for the expeditious adjudication of disputes concerning military institutions and the rationalisation process in the Department of Defence.

Humanitarian relief

During 2000/01, various disaster-relief operations were conducted by the SANDF in South

Africa and Mozambique. Numerous fire-fighting operations also used the assistance of the SAAF and SAMHS. Various SAAF squadrons and contingents from other Services, including the Reserve Force, took part in one of the biggest fire-fighting operations in the Western Cape during January 2000. In other humanitarian aid, 71 patients were transported to various hospitals around the country. Search and rescue operations during maritime disasters along the coastline, and the location of hikers and mountaineers, stranded or injured on mountain ranges, took place throughout the country.

At least 41 people were killed by floods in central Mozambique since torrential rains began in the Zambezi valley region in late January 2001. Most deaths occurred in the coastal Zambezia province, which was hit by a tropical disturbance.

A South African relief team of 13 SANDF members, including a doctor, a medical orderly and an interpreter, went on a four-day mission to fly emergency supplies to flood-stricken areas in Mozambique. They distributed about 78 t of food and medical supplies. The freight included blankets and food.

In September 2001, four Oryx helicopters were deployed in the Kruger National Park to bring a fire under control which claimed the lives of 23 people.

Requirement of main equipment

In September 1999, the Cabinet approved an arms procurement package for the SANDF involving the expenditure (at 1999 prices and exchange rates) of R21,3 billion over the next eight years on buying defence equipment from Italy, the United Kingdom (UK), Germany and Sweden, with an option to commit to R8,6 billion more by 2004.

Offsets in contracted defence industrial participation and non-defence industrial participation commitments were estimated to be worth about R100 billion. They were expected to create more than 65 000 permanent jobs and to bring technology transfers and expansion of South Africa's high-technology manufacturing capacity in ways that will

boost international competitiveness and boost exports.

Four multi-purpose patrol corvettes will be delivered by the European South African Corvette Consortium (a combination of German, French and South African defence contractors) from the end of 2002 to 2004. The vessels include a combat suite fitted by local industry. Three diesel-electric submarines will be delivered by the German Submarine Consortium between 2005 and 2007.

The Italian manufacturer, Augusta, will deliver 30 light utility helicopters, capable of carrying eight occupants, in 2003. Twelve British Aerospace-produced dual-seat Hawk 100s fighter-training aircraft, customised for South African requirements, will be delivered by 2005, with another 12 by 2006, if the second option is exercised. British Aerospace/SAAB will supply nine dual-seat Gripen JAS 39 fighter aircraft, also customised for South African needs, between 2006 and 2008.

The Cabinet also approved the supply of four Westland Super Lynx Maritime helicopters. The contracts with the manufacturing consortiums were signed early in December 1999.

The acquisition process has an unusually high degree of integrity in its design, implementation and oversight. Primary contracting by government has unprecedented rigour, and allegations of impropriety have been confined to cases involving individuals in subcontracting, beyond government's involvement. Government has expressed its confidence in the oversight process to identify any wrongdoing that might have taken place.

Facilities, land and environment

Facilities, Land and Environmental Management in the Department of Defence strives for the efficient management of these entities. Specific tools to achieve this were developed as part of the proceedings of the Environmental Security Work Group under the auspices of the SA-US Binational Commission. The products of this co-operative venture include base conversion and training,



range management guidebooks, and the development of a facilities management website.

The Department has adopted the process of base conversion. The focus will be on the role and responsibilities of the military process of conversion aimed at assisting role-players in closing down and re-using military bases in a sustainable manner. *The Military Integrated Training Range Guidebook* provides military environmental managers with a process that will ensure long-term continuation of environmentally sound management practices while simultaneously enhancing the ability of the defence sector to sustain long-term and cost-effective range operations.

The Department continues to demonstrate its responsibility as custodian of land entrusted to it through active co-operation in the land redistribution and restitution policies of the Government. It co-operated in a pilot study regarding the closing down and re-use of redundant military bases for the purposes of alternative economic land use initiatives. These are aimed at achieving co-operative environmental governance as advocated in national environmental policies.

Environment is a strategic issue in defence, and is awarded a high priority in all dealings in the military sector. Environmental management does not have to unduly restrict the military by making regulatory compliance an overriding burden. It is better viewed as an opportunity to save money, freeing it to be re-allocated to operational priorities in defence as well as other national objectives.

The Department of Defence completed its First Draft Environmental Implementation Plan as required by the National Environmental Management Act, 1998 (Act 107 of 1998), in June 2000. The national objective of the Plan is to promote co-operative governance around environmental management, through the alignment of governmental policies, plans and programmes and decisions in respect of the environment. The Environmental Implementation Plan for Defence also subscribes to global initiatives and action plans.

The final plan was officially presented to the Department of Environmental Affairs and Tourism in August 2000.

On behalf of the Department, the Strategic Environmental Working Group is also developing an Environmental Policy Statement for Defence. This Statement provides a framework for action and serves as a link between policy development and the operational needs of the Department. In addition, it will communicate the intentions and principles of the Department in relation to its overall environmental performance.

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

- a restitution claim at Schmidtsdrift training area (35 000 ha) was finalised.
- the Department assisted the State by making land (54 ha) available to accommodate a claim by the Ndabeni community in Cape Town against non-military land.
- alternative land or compensation is also made available in cases where land is of strategic value (Army Battle School in Lohatla, Boschhoek Training Area in Kwa-Zulu-Natal, and the Madimbo Corridor and the Roodewal Bombing Range in the Northern Province).
- the Department in conjunction with the Department of Public Works has identified 11 bases for conversion to non-military use. Underutilised bases will be identified, and will be used jointly with suitable partners who are still to be identified.

Armaments

The Armaments Corporation of South Africa (Armscor) performs its acquisition function under the Minister of Defence and in terms of the Armaments Development and Production Act, 1968 (Act 57 of 1968), as amended. It is responsible for the acquisition of weapons and related equipment for the South African security forces, enforcing reciprocal trade benefits through defence industrial participation (in cases of foreign procurement), the

sale of surplus SANDF and SAPS equipment on request, and promoting and facilitating the marketing efforts of the wider defence industry.

The defence industry is currently privately owned, except for the Denel Group, the largest company in the defence industry that is fully State-owned. In October 2000, the Government announced preferred international equity partners for Denel, which forms part of the restructuring of this State-owned enterprise. It is expected that BAE Systems will be taking a stake in Denel's Aerospace and ordnance business, while Turbomeca, part of the French Group, Snecma, will acquire a majority shareholding in Denel's airmotive division. Denel is ridding itself of non-core business, thus concentrating on becoming part of the increasingly globalised aerospace and defence environment.

In the largest European-South African industrial agreement to date, Denel signed a contract to become a strategic supply partner to BAE Systems and Saab early in 2000. The tri-party agreement covers workshare contracts with the potential to generate more than R2,5 billion for Denel over the next 10 years. Already, Denel supplies aerostructures and components to BAE Systems and Saab – for the Gripen and Hawk military aircraft, and the AVRO RJ and RJX regional airliners. Also in terms of defence industrial participation by the South African industry, Denel will manufacture 25 of the 30 Augusta-Westland A109 light utility helicopters acquired for the SAAF.

Denel staff are receiving the necessary aviation training in Sweden and Italy.

Denel and some 700 companies in the private sector, forming the broader South African defence-related industry, are contracted by Armscor to supply the required equipment. The defence industry employs some 50 000 people in defence-related production. Of these, approximately 15 000 are involved in export production. However, owing to the economy of scale and South Africa's acceptance into the international community, full self-sufficiency in the production of certain major systems is no longer required, as these can now be imported. Still, Denel and other sectors of the defence-related industry retain certain niche capabilities, such as artillery systems and unmanned aerial vehicles, which have found ready export markets. In the past year, Denel's modular artillery charge systems were sold to the UK and other North Atlantic Treaty Organisation forces. Almost half of Denel's revenue now derives from export sales.

Defence expenditure by the former South African Defence Force in the eighties was approximately R20 billion per year, reaching a peak of R23 billion in 1990 at 1997 Rand value. Since then, it has declined rapidly to about R9,5 billion in 1997. While the total expenditure has been on the decline, the portion of the budget being spent on armaments, and particularly capital items, has also been reduced.

This has led to major systems equipment purchases dropping from R11,5 billion in 1989 to the current figure of R1,5 billion at 1997 Rand value, a dramatic reduction in real terms.

The SANDF also spends R960 million on consumables such as ammunition and spares and the maintenance of military equipment. Because of a constant and drastic decline in capital equipment spending over 10 years, the SANDF is faced with block obsolescence of several major armament and defence systems.

Of the total of R3 449 billion spent by Armscor in 1996/97, R786 million was spent on imported equipment and R2 663 billion on the local defence industry. The members of the Aerospace Maritime and Defence Industries

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The Africa Aerospace and Defence 2000, the biggest aerospace and defence event in Africa, was held in September 2000 in Pretoria. More than 250 exhibitors from 42 countries participated in the event, which coincided with the SAAF's 80th anniversary celebrations. The exhibition was organised jointly by Armscor, the Civil Aviation Authority of South Africa and the South African Aerospace Maritime Defence Industry Association.



Association supply about 94% of the local defence equipment purchases of Armscor.

In 1998, South Africa exported R646,49 million worth of arms and weapons. More than half of these were in category A, regarded as sensitive.

The range of weapons sold included, among other things, small arms and ammunition, turrets, unmanned aerial vehicles, explosives and observation systems.

Armscor has applied the principle of defence industrial participation since 1988, and has in the process to date secured some R3,5 billion in reciprocal business in South Africa through the participation of several prominent international companies.

Acquisition of arms is totally transparent. Armscor publishes the monthly *Contracts Bulletin*, which contains all requests for proposals and tenders awarded. A daily updated electronic bulletin is available to industry via a computer network.

The National Conventional Arms Control Committee (NCACC)

The NCACC consists of Ministers and Deputy Ministers, and oversees policy and sets control mechanisms for the South African arms trade. It ensures that arms trade policies conform to internationally accepted practices.

Companies interested in exporting arms have to apply for export permits, after which the Ministry of Defence processes the application.

It is also sent for scrutiny to the relevant government departments, such as Foreign

Affairs or Trade and Industry. The applications are then referred to the various directors-general to make a recommendation, 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 that they are conducted in accordance with the policies and guidelines of the NCACC. The inspectorate submits periodic reports to the standing Parliamentary Committee on Defence.

Intelligence services

There are two civilian intelligence structures, namely the National Intelligence Agency (NIA) and the South African Secret Service (SASS).

The NIA's mission is to proactively, professionally and impartially manage and provide the Government with domestic intelligence and counter-intelligence in order to enhance national security and defend the Constitution, the interests of the State and the well-being of the people of South Africa.

The Secret Service serves as the foreign intelligence department of the Government. Its mission is to conduct intelligence in relation to external threats, opportunities and other issues that could affect the interests and well-being of South Africa, with the aim of promoting the national and security interests of the country and its citizens.

Executive control is exercised by a civilian Ministry and a Cabinet committee.

The civilian intelligence services are accountable to the Minister of Intelligence, who reports to the Cabinet through the Cabinet Committee for Security and Intelligence Affairs.

Parliament has also appointed a mechanism, the Joint Standing Committee on Intelligence, legislated in the Intelligence Services Control Act, 1994 (Act 40 of 1994), which is able to order investigations into the intelligence community's activities.

In addition, the Constitution provides for protection against State abuse through the

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In June 2001, the Minister of Defence, Mr Mosiuoa Lekota, said the SANDF was to introduce a system of voluntary military service for school leavers. Introducing the debate on his Budget Vote in the National Assembly, he said this would be aimed at under-22-year-olds who had completed Grade 12 and might be interested in a military career. They would serve in the SANDF on a voluntary basis for two years. Minister Lekota said that during the first year of service they would undergo basic military training and some functional training. If after this they did not choose a military career, they could return to civilian life but would be encouraged to serve in the reserve forces.

Public Protector and the Human Rights Commission. (See chapter: *Justice and Correctional Services*.)

The objective of the intelligence community is to provide evaluated information with the following responsibilities in mind:

- safeguarding the Constitution
- promoting the interrelated elements of security, stability, co-operation and development, both within South Africa and in relation to southern Africa
- upholding the individual rights enunciated in the chapter on Fundamental Rights (the Bill of Rights) contained in the Constitution
- intensifying collection efforts on crime in support of the SAPS crime intelligence task
- promoting South Africa's ability to face foreign threats and to enhance its competitiveness in a dynamic world
- achieving national prosperity while making an active contribution to global peace and other globally defined priorities for the well-being of humankind.

The National Strategic Intelligence Amendment Act, 1998 allows South Africa to con-

duct a counter-intelligence service overseas, under the SASS.

The Act also gives the Minister of Intelligence a seat on the National Intelligence Coordinating Committee, and more clearly defines his/her powers and functions.

The Minister is also responsible to the Cabinet for coordinating intelligence by the national intelligence structures. In the Intelligence Services Budget Vote in June 2001, the Minister for Intelligence Services, Ms Lindi Sisulu, announced that the following initiatives were being undertaken:

- a Presidential Intelligence Support Unit was being established
- a Client Liaison Office was set up to support Cabinet, Parliament and departments
- every staff member is required to obtain a working knowledge of at least one foreign language
- a public lecture series will be launched to promote discussion on intelligence matters with relevant stakeholders such as universities, human rights organisations and security practitioners.

Acknowledgements

Armscor

Denel

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Secretariat for Safety and Security

South African National Defence Force

South African Police Service

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