



POLICE, DEFENCE AND INTELLIGENCE

SOUTH AFRICA
YEARBOOK

2010/11

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Government will draw on the successful policing and justice arrangements, which were put in place for the 2010 FIFA World Cup™, to increase the efficiency and effectiveness of the justice and crime prevention system. The number of police personnel added to the force, as well as the equipment acquired, are some of the important legacies of the World Cup.

Between 25 000 and 50 000 police members were deployed on a daily basis during the tournament.

A total budget of R1,3 billion was set aside for the security plan of the World Cup.

The Minister of Police is responsible for policing in general and is accountable to Cabinet and Parliament. Important features of the Minister's responsibilities include determining national policing policy and providing civilian oversight. The following three structures fall under the Minister of Police:

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

The Department of Defence defends and protects the Republic of South Africa, its territorial integrity and its people.

The Department of Military Veterans is responsible for managing and administering military veterans' affairs.

Secretariat for Safety and Security

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

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

Independent Complaints Directorate

The ICD's primary role is to ensure that complaints about alleged criminal offences and misconduct committed by SAPS members are investigated effectively. Police conduct or behaviour that is prohibited in terms of the SAPS standing orders and police regulations include neglect of duties and failure

to comply with the SAPS Code of Conduct.

It is governed by Chapter 10 of the SAPS Act, 1995.

The ICD has additional mandates in respect of monitoring the SAPS' and municipal policing services' implementation of the Domestic Violence Act, 1998 (Act 116 of 1998).

The ICD investigates all deaths in police custody or as a result of police action. An investigation is conducted to determine any indications of criminal conduct by the SAPS. Where there are no indications of criminal conduct, the matter is left to the police to investigate, while the ICD monitors and supervises the investigation. If information is received indicating criminal conduct on the part of the police, the ICD conducts a full investigation. Upon completion of an investigation, the ICD may make recommendations to the Director of Public Prosecutions about the prosecution of any implicated SAPS member, and to SAPS management regarding the departmental prosecution of a police member. The ICD reports to Parliament through the Minister of Police. However, it operates independently from the SAPS.

A total of 6 375 cases were received during the 2009/10 financial year – a 4% increase when compared to 2008/09. Of those cases, 294 were deaths in police custody whereas 566 were deaths as a result of police action. Of these, Metro police accounted for 10 deaths. There was an overall 6% decrease in deaths in police custody and deaths as a result of police action.

The ICD also dealt with 2 462 allegations of criminal offences against members of the SAPS. Of all criminal offences reported to the ICD, 37% were classified as assault (grievous bodily harm [GBH]). Common assault accounted for 17% of the criminal offences, while 13% were cases of attempted murder.

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In October 2010, the Minister of Justice, Mr Jeff Radebe; the Minister of Home Affairs, Dr Nkosazana Dlamini Zuma; the Minister of Defence, Dr Lindiwe Sisulu; the Minister of State Security, Dr Siyabonga Cwele; the Minister of Police, Mr Nathi Mthethwa; and the Minister of Correctional Services, Ms Nosiviwe Mapisa-Nqakula; signed delivery agreements in achieving Outcome Three: All People in South Africa Are and Feel Safe.

Government has identified 12 outcomes which it intends to achieve over the medium term.

In September 2010, the Independent Police Investigative Directorate (IPID) Bill was introduced to Parliament. According to the Bill, the ICD's name will change to the IPID. The IPID will be independent from the SAPS and report directly to the Minister of Police.

Additional reasons for new legislation include:

- granting the directorate an extended mandate, which focuses on more serious and priority crimes committed by members of the SAPS
- improving the management structure of the IPID
- improving the reporting and accountability practices in the IPID
- establishing a formal liaison mechanism between the IPID and the Secretariat of Police.

The IPID will also focus on specific serious crimes, such as alleged rape by a police officer (irrespective of whether the police officer is on or off duty) and the alleged rape of a complainant by other detainees while the complainant is in police custody.

Matters of systemic corruption referred by the Minister or Secretary of Police, as well as any incidents of torture referred to by a judge, a legal representative, or the Minister or Secretary of Police, will also become important areas of focus for the IPID.

South African Police Service

The vision of the SAPS is to create a safe and secure environment for all South Africans. The constitutional mandate of the SAPS is reflected in Section 205 of the Constitution of the Republic of South Africa, 1996.

The mission of the SAPS is to:

- prevent anything that may threaten the safety or security of any community
- investigate any crimes that threaten the safety and security of any community
- ensure criminals are brought to justice and participate in efforts to address the root causes of crime.

The values upheld by the SAPS are to:

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

- cooperate with the community, all levels of government and other role players.

Legislation to reinforce civilian control over the SAPS was tabled in Parliament in July 2010.

The draft Civilian Secretariat for Police Service Bill seeks to establish a civilian secretariat as required by Section 208 of the Constitution.

The Bill provides the envisaged secretariat with powers and functions to exercise and perform civilian oversight over the SAPS, and repeals the provisions relating to the Secretariat of Safety and Security in the SAPS Act, 1995.

In terms of the Bill, the new secretariat will be structured to function independently from the SAPS and report directly to the Minister of Police.

The secretariat will conduct civilian oversight of the SAPS by monitoring, assessing and evaluating SAPS' performance. It will also provide the Minister with policy advice and support in exercising his powers and performing his functions.

Strategic Plan for 2010 – 2014

The key policy documents governing policing are Section 205 of the Constitution and the SAPS Act, 1995 as amended by the SAPS Amendment Act, 2008 (Act 57 of 2008).

The SAPS' Strategic Plan provides a clear framework for personnel members to

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In September 2010, crime statistics for the 2009/10 financial year were released:

Contact crime accounted for 32% of all crimes.

During this time, the number of reported business robbery cases decreased by 51% when compared to the previous year. Robbery with aggravating circumstances decreased by 7,5%. Cash-in-transit robberies declined by 7,3%. House robberies increased by 2,7%. During the 2009/10 financial year, the number of bank robberies declined by 8,8%. During this period, street robberies declined by 10,4% and common robberies increased by 4,4%. Truckjackings decreased by 1,7% and carjackings by 6,8%.

Sexual offences decreased by 4,4%. The increase of 6,5% in stock theft is a matter of serious concern. Commercial crime increased by 8,1%.

During this period, murder declined by 8,6% and attempted murder by 6,1%. Assault (common) declined by 4,3% and assault (grievous bodily harm) by 0,5%.

The police detection rate of illegal firearms and ammunition increased by 2,4%, and 61,6% of stolen or lost firearms were recovered. There was an increase of 13,6% in apprehending people in drug-related crimes. The Hawks arrested 46 of the top 50 criminal suspects. Driving under the influence of alcohol or drugs increased by 10,6%.

During the 2009/10 year, 110 members of the police were killed during the course of their duties.

focus their efforts during a five-year period. It also provides the community with information on the direction of policing during this period. The department's Strategic Plan for 2010 to 2014 lays down the following key operational priorities for the medium term, namely:

- crime prevention, which includes developing and implementing an intelligence-driven, integrated and comprehensive crime-prevention strategy to reduce crime levels, specifically the trio crimes (armed robbery, housebreaking and vehicle theft) and crimes against women and children, to reduce illegal firearms and address substance abuse; increasing the visibility of SAPS members; improving police response; mobilising the community in the fight against crime; establishing and building partnerships; further developing the Victim Empowerment Programme (VEP); improving regional cooperation to enhance efforts in combating crime that has the potential to affect the southern African region and the continent; establishing the Border Management Agency; improving the capability to respond to incidents of a public disorder or security nature; and combating corruption
- effective investigation of crime, which includes apprehending and charging known criminals; establishing and developing the specialised investigative capacity within the Directorate of Priority Crimes Investigation; improving the Criminal Justice System (CJS); increasing the capacity and professionalism of detectives investigating crime; and establishing specialised units to deal with priority crimes, particularly crimes against women and children; and stock theft
- supporting the investigation of crime, including improving the collection of evidence at crime scenes and procedures for the updating of records of offenders convicted of crime; extending the capacity of the Criminal Record and Forensic Science Division; vetting SAPS personnel via fingerprint testing, DNA and the testing of all police firearms to curb corrupt and criminal activities within the SAPS; and establishing war rooms in provinces that have high levels of violent organised crime
- crime intelligence, which includes intelligence operations pertaining to serious crime (contact and trio crimes, syndicates involved in drug and people smuggling

and human trafficking); and capacitating crime intelligence.

Organisational priorities for the medium term include:

- human-capital development, which includes developing and the retention of skills; developing and implementing training courses to provide commanders at station level with operational and tactical skills, and skills to manage their personnel; focused recruitment of skilled personnel; the health and wellness of the SAPS' employees; the progression of transformation of the SAPS (including issues such as representivity, racism, discrimination and effective discipline management); improving employment equity; and promoting gender equality within the SAPS
- budget and resource management, which includes improving infrastructure through a structured capital works programme, capacitating the core functions of crime prevention, investigation and detection; and planned procurement and distribution of critical assets such as vehicles, firearms and bullet-resistant vests
- enhancing information systems and information and communications technology (ICT), including the direction of information systems and ICT towards the requirements of the SAPS and the CJS.

Organisational profile

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

Annual Performance Plan

Section 11 (2) (a) of the SAPS Act, 1995 requires the National Commissioner to develop a one-year plan, setting out the priorities and objectives of policing for the following financial year. The Annual Performance Plan for the SAPS is an extension of the SAPS Strategic Plan. The Annual Performance Plan takes into consideration the Medium Term Strategic Framework (MTSF) (2009 – 2014); the Medium Term Budget Policy Statement; the President's State of the Nation Address; and the Justice, Crime Prevention and Security (JCPS) Cluster priorities for that particular year.

Justice, Crime Prevention and Security Cluster

The SAPS is an integral part of the JCPS Cluster and contributes to the priorities of the cluster through its planning process, including the Strategic Plan and the Annual Performance Plan. The focus has been on improving the efficiency and effectiveness of cluster departments, including reducing case backlogs; the speedy resolution of trials; effective safety and security in detention facilities; and increased use of alternatives to custodial sanctions, especially focusing on children. The JCPS Cluster has also prioritised the integration of existing intradepartmental information technology (IT) systems and the focused development of additional systems. The SAPS will continue to contribute actively towards establishing an integrated, modernised and well-managed CJS, in line with prioritising this issue at the highest level of government.

Administration Career development

SAPS career centres are used to recruit suitable candidates in terms of the Human Resources (HR) Plan, as well as to support the objectives of informing and educating SAPS employees about career opportunities in the organisation.

Fixed and mobile career centres are fully functioning in all provinces and at national level. These centres are monitored continuously through feedback received from the community and SAPS employees. The extent to which the centres are being used is growing steadily. The career-centre initiative gives impetus to Cabinet's priority of addressing poverty in South Africa by informing the community of career opportunities offered by the SAPS.

The Women's Network in the SAPS contributed positively to government's priority of "rolling back the frontiers of poverty" by establishing poverty-alleviation projects in all the provinces and creating awareness of crimes against women and children.

Human-resource development

Personnel are developed by providing needs-based training in terms of the Train-

ing Provisioning Plan. There are 26 SAPS academies countrywide that strategically provide quality training to members. The SAPS HR Development Division is an accredited education and training-provider with the Safety and Security, Sector Education and Training Authority (Sasseta).

During 2009/10, some 231 205 personnel attended either entry-level training (9,6%), operational training (77,9%), support training (8,8%) and/or management and leadership development interventions (4%), with priority being given to the development of knowledge, skills and abilities towards fighting crime and improving police service delivery.

Crime-investigation training remains a priority for station investigators. The two-week Basic Crime Investigative Practice Learning Programme was rolled out for new members placed at the Detective Service. The Basic Organised Crime Learning Programme and new Commercial Crime Learning Programme were also registered and rolled out.

The National Commissioner together with senior management launched the two-phased SAPS Health and Wellness Programme Toolkit, which encourages all police officials to firstly take ownership of and then to ensure their own wellness and physical fitness in preparation for proposed continuous official fitness assessments.

Two SAPS training institutions, Hammanskraal and Boland, were accredited with Sasseta to present the Resolving of Crime Skills Programme, which is now a recognised qualification.

The Integrated Sexual Offences Course was developed in conjunction with the National Prosecuting Authority (NPA) and the departments of health, of social development, of correctional services, and of justice and constitutional development for learners to understand how to care for victims through purposeful working relationships between the relevant state departments. A one-week training course was developed to equip members in the handling of children in terms of the Child Justice Act, 2008 (Act 75 of 2008).

In February 2010, the SAPS Training Division held a certification ceremony for 234 youth who successfully completed the New Venture Creation Programme, a groundbreaking joint venture between the SAPS and Sasseta. Youth from across the country, between the ages of 18 and 35, enrolled in the course, which was divided into the



In September 2010, Constable Tseleng Ngaka of Henneman in the Free State – South Africa's 2009 Policewoman of the Year – was the winner of the international award of the Association of Policewomen in New York for her fight against crime. She is the first South African to win this accolade.

following modules: skills development on entrepreneurship; sustainable business identification and creation; and small business development, growth, mentoring and coaching.

Personnel services

The Personnel Services division consists of three components:

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

Financial and administration services

Expenditure increased to R47,6 billion in 2009/10. It is expected to reach R60,4 billion in 2012/13. The strong growth in expenditure over the medium term is mainly due to the employment of additional police officials; investment in capital infrastructure and technological advancements, especially in the forensic science and investigative functions; the upgrading of the IT network; and the receiving and modernising of the CJS to create an integrated criminal justice environment.

Resource management

Three new police stations were completed during 2009/10, namely Jane Furse and Matoks in Limpopo, and Klipgat in Gauteng.



A new rank structure for the South African Police Service (SAPS) was approved by the Minister of Police, which came into operation on 1 April 2010. Two additional rank levels were introduced namely, lieutenant and major, which will create additional career opportunities for members of the SAPS. A new post, namely that of a cluster commander, was created to coordinate and guide the operational activities of a group of police stations within a cluster.

Two existing police stations, namely Inanda and Esikhawini in KwaZulu-Natal, were replaced by new structures. A total of 6 479 vehicles were purchased and delivered in 2009/10.

Legal services

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

National inspectorate

The functions of the National Inspectorate are to determine whether the SAPS' regulatory framework is complied with. The National Inspectorate also:

- evaluates the extent to which the strategies and priorities in terms of the Strategic Plan are implemented
- manages the effectiveness, efficiency and quality of service delivery by the SAPS
- advises top management how service delivery can be improved
- assesses the effectiveness of any remedial measures implemented to rectify deficiencies in the effectiveness, efficiency and quality of service delivery
- disseminates information concerning identified good practices
- manages and coordinates the investigation of complaints against the SAPS as received by the National Inspectorate.

Strategic management

The functions of the Strategic Management component include facilitating the development and compilation of a strategic plan and a one-year performance plan for the SAPS, facilitating the development of operational plans in support of the strategic plan at all levels, coordinating the strategic implementation of plans, and coordinating strategic monitoring and evaluation in the SAPS. The component has a research unit that coordinates all research requests and conducts surveys.

Various plans such as the Service-Delivery Improvement Programme, Prevention of Attacks and Killings of Police Officials, the Corruption and Fraud Prevention Plan and

the Risk-Management Strategy have been developed to focus on implementation in respect of specific organisational priorities.

Information and systems management

The SAPS has 77 enterprise systems, excluding other point solutions that serve specific user needs. About 120 000 members use these systems on a regular basis. During 2009/10, work continued on the upgrading and implementation of various systems, including the following:

- The Firearm Permit System was implemented at 42 police stations (it deals with the issuing of permits to members of the SAPS).
- The Electronic Vehicle Monitoring and Command and Control System was installed in 28 884 vehicles countrywide.
- The Geographical Information System was implemented at 843 stations.
- The Operational Planning and Monitoring System was implemented at all police stations (it provides for the management of SAPS operations for crime prevention).
- The Crime Administration System was implemented at all required locations, except at one station in KwaZulu-Natal.
- The Bulk SMS Functionality was implemented to inform complainants of case reference numbers and relevant case information.
- The National Photo Image System was implemented at priority sites in all provinces.
- The Inkwazi System was implemented at 80 sites and eight ports of entry (a crime-intelligence and investigation-information system).
- The Integrated Ballistics Information System and Automated Fingerprint In-

formation System (AFIS) hardware was upgraded.

Measures were put in place to curb the loss of dockets through the implementation of the E-Docket System, which is a key component in the CJS Review. The E-Docket System was introduced at 194 police stations countrywide and more than 215 000 dockets were scanned.

In June 2010, the Criminal Law (Forensic Procedures) Amendment Bill was approved. It amends the Criminal Procedure Act, 1977 (Act 51 of 1977), giving the SAPS, among other things, access to the fingerprint databases of other government departments. The measure is intended to deal with fingerprint and DNA evidence shortcomings – two pivotal aspects of forensic crime fighting.

The Bill contains strict safeguards and penalties to ensure that fingerprints, body prints and photographic images are collected, stored and used only for purposes related to detecting crime, investigating an offence, identifying missing persons and unidentified human remains, or conducting prosecutions.

Communication and liaison

Communication and Liaison Services promotes the image, identity and heritage of the SAPS by:

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

Efficiency services

Efficiency Services' efforts are mainly focused on determining the organisational structure of the department in terms of its core and support functions and the organisation/reorganisation of the SAPS into various components, units or groups. This also includes determining the fixed establishment (post structures) of the service while remaining within the current budget and Medium Term Expenditure Framework of the department.

Apart from providing organisational change-management assistance, the component is further responsible for establishing new efficient procedures and methods

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The Department of Police committed itself to increasing the number of detectives on levels one to seven by 19% by 31 March 2010. The department surpassed this target and reflected a 22,4% growth on levels one to seven for the 2009/10 financial year. New entry-level employees recruited during the 2009/10 financial year were added to the 20 022 detectives by April 2010, to bring the total number of detectives on levels one to seven to 22 175.

To address the shortage of personnel in critical environments such as the Forensic Science Services, the Directorate for Priority Crime Investigation, the Border Police and the Detective Services, the National Commissioner lifted the existing moratorium on the reappointment of former members. Consequently, former members of the South African Police Service from the rank of constable up to senior superintendent were afforded the opportunity to apply for re-enlistment.

as well as analysing and optimising existing procedures and methods to improve efficiency and effectiveness; the planning of office accommodation and layouts; designing and controlling the various forms and registers used in the SAPS; and measuring the performance of police stations.

Visible policing Operational coordination

Visible policing provides for services at police stations, specialised interventions and the policing of South Africa's borders.

This division is regarded as a line-function division of the SAPS specifically responsible to address the root causes of crime such as socio-economic factors; preventing crime through visible policing; rendering a quick-response service to crimes in progress; ensuring control of firearms, liquor and second-hand goods; maintaining public order; conducting high-risk operations; stabilising volatile situations; and preventing cross-border crimes.

Contact crimes

Eight categories of serious crime are grouped together as contact crimes or violent crimes against persons or victims. These crimes are murder, attempted murder, rape, assault with the intent to inflict grievous bodily harm (assault GBH), common assault, indecent assault, aggravated robbery and other robbery. The crimes in question account for 33% of South Africa's recorded serious crime. The consequences of contact crimes and the fact that South Africa experiences exceptionally high levels of these crimes are generally acknowledged.

The six subcategories of aggravated robbery includes robbery at residential premises, carjacking, robbery at business premises, truckjacking, cash-in-transit (CIT) and bank robbery. Some aggravated robberies are highly organised such as most CIT and bank robberies, as well as the hijacking of trucks and cars, while some are committed by gangs, which may not be organised criminal groups in the strict sense of the word, such as most house and business robberies. All indications are that these contact crimes are being stabilised.

The JCPS Cluster identified and prioritised 169 police stations that register the highest levels of contact crime. Working and acting in consultation with the provincial administrations, the cluster developed sociographic profiles of these priority police-station areas. On the basis of these area profiles, relevant

projects have been developed to help prevent crime.

Crime prevention

Integrated law-enforcement operations focus on a number of priority areas to address the incidence of contact crimes, violent organised crimes and crimes dependent on police action for detection.

During 2009/10, the SAPS conducted 52 233 roadblocks and 1 542 031 stop-and-search operations. More than 1,3 million arrests were made, which included 657 673 arrests for priority crimes such as contact crimes, contact-related crimes, crimes dependent on police action for detection and property-related and other serious crime.

During 2009/10, 11 982 firearms were stolen and 7 376 stolen or lost firearms were recovered. A total of 9 529 arrests were made for illegal possession of firearms during law-enforcement operations.

The Minister of Police declared a firearm amnesty in 2010 to eradicate the illegal pool and criminal use of firearms in South Africa. During this period, a total of 11 887 illegal firearms and 129 234 illegal rounds of ammunition were handed to the SAPS. During the same period, 30 442 legal firearms and 321 155 legal rounds of ammunition were surrendered voluntarily to the SAPS.

In 2009/10, 82 661 vehicles were stolen in South Africa, of which 38 028 were recovered.

Cannabis remains the primary or secondary drug of abuse. It is the only drug cultivated in South Africa, while Mandrax, Cat and Crystal Meth or Tik-Tik are produced for local consumption. Between April 2009 and March 2010, more than 179 716 kg dry cannabis and 251 227 cannabis plants were seized by the SAPS. Over the past few years, the SAPS' Cannabis Eradication Programme has destroyed many hectares of illicit cannabis crops grown in cultivation areas in the Eastern Cape and KwaZulu-Natal. During 2009/10, 567 hectares of cannabis fields were sprayed to keep illicit cannabis crops in South Africa to a minimum.

The following quantities of narcotics were seized during the investigation of organised crime cases: 265 632 kg cocaine, 518 393 kg crack cocaine, 179 613 813 kg cannabis, 3 461 Ecstasy tablets, 83 923 Mandrax tablets, 59 143 kg Tik-Tik, 12 890,314 kg heroin, 200 570 kg Cat, and 3 136 672 kg chemicals.

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

The SAPS contributed to and participated in various initiatives to improve services to women and children relating to the Anti-Rape Strategy, the Domestic Violence Programme, youth crime-prevention capacity-building programmes, violence-prevention programmes and the VEP.

Awareness programmes on gender-based violence, children's rights and crimes against children, such as child abuse, were implemented during Child Protection Week, Youth Month and the festive season. The annual 16 Days of Activism Campaign (from 25 November to 10 December) focuses on gender-based violence against women and children.

The SAPS continues to support the implementation of the Comprehensive Rural Development Programme and the Urban Renewal Programme by working with police stations in nodes to improve access to policing, police service delivery and integrated community safety programmes.

By the end of March 2010, more than 800 victim-friendly facilities had been established. These facilities are used for statement-taking and interviews; providing victims with information, for example, on referrals to other service-providers; giving feedback to victims and explaining the situation as far as their cases are concerned; and also providing a waiting area that is comfortable and private.

Sector policing

Sector policing is an operational policing tool adopted in terms of the SAPS' community policing approach. It provides for practical policing practices to complement community participation in accordance with policing needs and community requirements, and links up to community structures. In July 2009, the National Instruction on Sector Policing was approved to regulate the implementation of sector policing. In October 2009, a guideline on implementation, based on the National Instruction, was circulated.

Community policing

The concept of community policing was introduced in the SAPS in 1994 as the approach to policing that recognises the interdependence and shared responsibility of the police and the community in main-

taining safety and security. The key to this approach is the establishment of active partnerships between the police and the public that can jointly address crime and matters relating to community safety. Police/community partnerships have been structured by means of community policing forums (CPFs), as prescribed by Section 27 of the SAPS Act, 1995. The aim of a CPF is to promote the local accountability of the police and to enlist the cooperation of communities with the SAPS to reduce crime and improve service delivery. By the end of March 2010, 1 114 functioning CPFs had been established at 1 116 police stations, including the 169 high-contact crime stations.

During 2009/10, the National Community Policing Consultative Forum amended its name to the National Community Police Board (NCPB). The NCPB serves as a platform or means of communication where the nine provincial CPF chairpersons, the national chairperson and other stakeholders meet. They share best practices, address the challenges of CPFs, advise the SAPS on how to improve service delivery and give relevant guidance on the implementation of community policing.

Reservists

Reservists are being used to support the SAPS in combating crime, as part of co-operative police-community relations. The reservist system provides for the active involvement of the community in policing and supports a problem-oriented approach. Emanating from the Reservists Summit, held in March 2009, a national task team facilitated the recruitment of qualifying reservists as permanent members of the SAPS.

A total of 532 reservists were appointed in terms of the Public Service Act, 1994 (Act 103 of 1994), and 2 733 in terms of the SAPS Act, 1995. By March 2010, the Reserve Police Force stood at 64 049 active reservists. During 2009/10, 8 598 reservists were trained, of whom 7 964 (92,6%) were found to be competent. In addition to this, short skills programmes on topics such as the administration of community service centres, crime investigation, crime prevention and street survival were presented to improve the skills and knowledge of reservists in performing policing duties.

Public-private partnerships

Business Against Crime South Africa (BACSA) is the primary conduit through which the business sector interacts with

government on broad crime-related matters. The objective is to provide specialised business skills and expertise to assist the SAPS in building the required capacity to tackle crime. BACSA was formed in 1996 at the request of former President Nelson Mandela. BACSA is a Section 21 (not-for-profit) organisation mandated to support government in the fight against crime. The organisation is primarily funded by business-sector donations.

Focus areas include:

- The Criminal Justice Review and Improvement Programme, which is a Cabinet-approved initiative led by the Minister of Justice and Constitutional Development, and involves the senior structures of the SAPS.
- The Violent Organised Crime Reduction Programme is a multifaceted programme dealing with trio crime. It creates partnerships between business and the SAPS across the country, particularly at stations in Gauteng, KwaZulu-Natal, the Western Cape, the Eastern Cape, the North West and Mpumalanga. Specific areas of co-operation include aligning the private security sector to SAPS operations, improving service delivery of the Gauteng 10111 Operations Centre and expanding the use of technology for the improved identification of motor vehicles.
- The Non-Ferrous Metal Theft Reduction Project is led by the SAPS, with the support of BACSA and the relevant business sectors affected by this crime. The project focuses on stations in Gauteng, KwaZulu-Natal, the Western Cape, the Eastern Cape, North West and Mpumalanga.

A partnership between the Primedia Group and the SAPS was launched in June 2007. The purpose of the partnership is to encourage the community to blow the whistle on crime by reporting it anonymously via sms to the number 32211 or reporting it on the website, www.crimeline.co.za. The information is passed electronically to the SAPS' Crime Stop office, from where it is disseminated to nodal points in each province.

Between 1 April 2009 and 31 March 2010, 183 arrests were made as a result of this partnership.

During 2009/10, Crime Line partnered with "Shout", an awareness campaign led by prominent South African musicians, artists and entertainers. A music DVD was released that encourage South Africans to "shout and pass on information to Crime Line". Proceeds from downloads of the song go towards combating crime.

Emergency response services

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

In 2009/10, 8 537 619 calls were received by the SAPS' 10111 centres. An estimated 76% (6,5 million) of all calls received are non-police-related. These calls include prank calls, emergency services enquiries, requests for road directions, requests for legal advice and various other personal problems. There are 21 call centres countrywide.

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

Firearm and liquor control

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

Since the 2006/07 financial year, the SAPS has focused on operationalising the Firearms Strategy to address the proliferation of firearms and ammunition. Between 1 April 2009 and 31 March 2010, the SAPS processed 89 524 firearm licence renewals and 112 315 competency certifications. These included the applications of people who had missed the cut-off date for licensing their firearms in terms of the Firearms Control Act, 2000 (Act 60 of 2000), (as part of the firearms amnesty). Over 30 000 firearms were surrendered during the firearms amnesty, which ended in April 2010.

The accreditation of business entities, associations and organisations forms an integral part of the implementation of firearm-control legislation in South Africa. A total of 1 829 institutions, including training-providers, shooting ranges, hunting associations and sport-shooting organisations are now accredited.

Medium- and high-risk operations

Specialised Operational Support provides for a rapid-response capability by intervening in extreme situations where normal policing is ineffective. National intervention units deal with medium- to high-risk opera-

tions, including stabilising volatile situations and providing specialised operational support to police stations and other government departments.

During 2009/10, the SAPS national intervention units conducted 2 375 operations, including 438 interventions to stabilise incidents involving serious and violent crime such as cash-in-transit robberies and armed robberies, 446 requests for VIP and big events, 494 requests for escorting dangerous criminals and 997 specialised operational support to police stations and other government departments. These operations led to, among other things, the arrest of 1 011 suspects and the recovery of firearms, ammunition, vehicles, drugs and explosives.

During 2009/10, the Special Task Force conducted 227 high-risk operations, including hostage situations, operations to combat urban and rural terror, organised crime, serious and violent crime, crimes against women and children, protection and VIP assistance, and search-and-rescue operations.

In 2009/10, 8 702 hours were flown by the SAPS' 37 helicopters and 14 aeroplanes, of which 7 205 hours were flown exclusively for crime-related matters such as call-outs, crime-prevention operations, information-driven operations, assistance to foreign countries, special forces operations and cannabis-spraying operations.

Borderline control

Borderline Operations combats cross-border crimes at air, sea and land borderlines. Land Borderline Control polices the South African land borderline while Air Borderline

Control polices more than 1 200 smaller airfields and airstrips. Sea Borderline Control is responsible for policing smaller sea harbours and slipways, including the South African ocean.

The operational area of responsibility extends seawards by 200 nautical miles and 10 kilometres inland off the shoreline.

The National Borderline Coordinating Committee (BCOCC) and other role players visited various land and maritime borders to evaluate the security situation and the challenges experienced. It became evident from these visits that the scaling down of the South African National Defence Force's (SANDF) presence in various borderline regions led to an increase in illegal crossings and cross-border crime, which continued to pose security threats within South Africa. The internal security environment placed capacity constraints on the SAPS as the demand for personnel to be used for high-priority crimes increased. During 2009/10, Cabinet approved the redeployment of the SANDF to render borderline control and protection services as a phased-in approach. As a first step, Cabinet identified the northern and eastern borders of South Africa (Zimbabwe, Mozambique, Swaziland and Lesotho) and the borders at Botswana and Namibia as a priority.

In 2009/10, police officers deployed at Mpumalanga's borders with Mozambique and Swaziland confiscated 11 illegal firearms, recovered 35 stolen vehicles, seized 243 kg of dagga and confiscated 10 900 various illegal articles, including cigarettes, cattle and copper cables. In total, the police made 1 030 arrests at borders.

South Africa's Advanced Passenger Processing (APP) System allows the country to bar undesirable elements from entering South Africa. In June 2010, the National Joint Operation and Intelligence Structure announced that 10 Argentine football hooligans had been detected, intercepted and refused entry into the country after they landed.

According to the Department of Home Affairs, 73% of all airlines flying to the country are registered on the APP System.

The APP System is linked with what is termed the V-list, a database which, when run, is able to detect possible risks, for example if people had been found to be guilty of crimes, this would be detected and result in the arrest of those individuals.

The Movement Control System (MCS), which facilitates the secure movement of

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In May 2010, a rural safety plan was rolled out that focuses on education and awareness. It is aimed at the farming community and police, enhancing the police's intelligence capacity against abuse or lawlessness, as well as mobilising stakeholders against any form of crime.

Some of the safety plan's key aspects are:

- improving and enhancing service delivery at local station level, as rural police stations are often isolated and responsible for policing vast areas
- increasing and improving police visibility in rural areas and increasing the response times of police
- improving and enhancing relationships between the police, farming community, stakeholders and extended rural communities
- improving safety awareness in rural areas and educating rural communities on safety and security matters
- developing infrastructure within the rural environment.

tourists into and out of the country, processed 2 588 476 passengers between 1 May 2010 and 5 June 2010. The system was also able to detect over 15 044 contraventions. Additional to the department's 1 600 immigration officers, a further 461 officers were deployed at various ports of entry into the country. The MCS, developed by the South African Revenue Service's e-filing technicians, was implemented at 33 other South African ports of entry by the end of May 2010.

Crime combating

The crime-combating capacity within the SAPS deals with the combating of crime and the maintenance of public order. Various major incidents such as strikes and public gatherings were monitored in 2009/10.

During 2009/10, 8 907 crowd-related incidents were recorded, including 7 913 peaceful incidents such as assemblies, gatherings, meetings and demonstrations, and 994 unrest-related incidents (labour disputes, dissatisfaction with service delivery and discontent with security-force actions). A total of 4 157 persons were arrested during the 994 unrest-related incidents in which violence erupted and SAPS action was required to restore peace and order.

The Diplomatic Policing Unit's main responsibility is to create a safe and secure environment for the foreign diplomatic community in Pretoria. Various complaints, motor-vehicle accidents and the policing and safeguarding of official diplomatic functions were attended to.

Regional and continental initiatives

The SAPS renders specialised policing services to neighbouring countries, which include the deployment of SAPS members on peacekeeping missions and cross-border operations. The Minister of Police, Mr Nathi Mthethwa, as chairperson of the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO) met with his counterparts from the southern African region in April 2010.

The ministers discussed security issues, including looking at various mechanisms on how to deal with cross-border crime trafficking, the proliferation of illegal firearms among these countries, as well as the review of the 10th anniversary of the SARPCCO's Code of Conduct. Countries that form part of SARPCCO include Malawi, Zimbabwe, Zambia, Angola, Botswana, Lesotho, Swazi-

land, Democratic Republic of Congo (DRC), Mauritius and Tanzania.

Rendering specialised policing services to neighbouring countries

During 2009/10, 156 members were deployed to the Sudan. These members were required to render assistance in developing proactive public confidence-building measures, establishing and maintaining contact with the local police authorities by collaborating in day-to-day activities, performing village and town patrols with the Sudanese Police, and monitoring and reporting on the effectiveness of the local police's service delivery.

Detective services

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

General investigations

General Investigations accommodates detectives at police stations who investigate crimes of a general nature, as well as serious crime and organised crime. During 2009/10, 2 121 887 serious and violent crime cases were reported to the SAPS and a total of 890 690 (37,08%) cases were referred to court.

The Minister of Police and the National Commissioner of the SAPS directed that the family violence, child protection and sexual offences units be re-established to investigate these offences. It will include additional support by forensic social workers working side by side with the investigators to assist specifically with child victims and adults with disabilities.

Specialised investigations

The Directorate for Priority Crime Investigations (DPCI) was established on 6 July 2009 in terms of the South African Police Service Amendment Act, 2008, to prevent, combat and investigate national priority offences and any other offences or category of offences referred to the DPCI by the National Commissioner. This relates to the investigation of organised crime, serious and violent crime, commercial crime and corruption. The DPCI comprises some 2 630 members.

Organised crime spans a wide area: illegal drugs and substances; smuggling and trading in counterfeit goods; plundering

mineral and marine resources; smuggling firearms; human and child trafficking; car and truck hijacking; aggravated robberies; cable theft; money laundering and fraud, to mention a few.

In 2009/10, in terms of the Organised Crime Project Investigation (OCPI) process, 121 organised crime groups (projects) composed of 630 targets were identified and investigated. Forty-three of these targets were successfully terminated, resulting in the arrest of 450 suspects. The mandate of organised crime includes the investigation of specific violent crime that can, not in the majority of instances, be investigated by means of an OCPI. During 2009, 1 498 arrests were made and 188 convictions secured for specific violent crimes such as the hijacking of cars and trucks, and CIT, bank, house and business robberies.

Commercial Crime is responsible for policing 58 Acts of Parliament, including theft of trust moneys by any person who is legally obliged to keep a separate trust account; theft by persons employed in a fiduciary capacity, committed over a period of time by manipulating the accounting records of banks, building societies, insurance companies and businesses; fraud arising from intercompany or close corporation transactions; fraud by the double discounting of instalment sale agreements; fraud arising from transactions on the JSE Securities Exchange; computer-related fraud, only if the computer itself has been manipulated and expert evidence in this regard is required; fraud by persons employed in a fiduciary capacity, committed over a period of time by manipulating the accounting records of banks, insurance companies and businesses and advance fee fraud.

During 2009/10, the Commercial Branch received 30 114 cases and 9 855 persons were arrested or made their first appearance in court.

Criminal records and forensic sciences

The function of the Criminal Record Centre (CRC) is to identify and confirm any previous convictions of suspects in crimes being investigated by the SAPS. The Forensic Science Laboratory (FSL) renders a support service to investigating officers by analysing any physical evidence that is collected from various crime scenes.

Analysts at the FSL received 207 660 entries and analysed 221 337 (including entries from previous years) during 2009/10, which included ballistic evidence; scientific

and chemical substances; biological material, for example DNA and primer residue analysis; and questioned documents.

During 2009/10, the CRC received 1 181 797 crime-related fingerprints for possible identification and/or confirmation. Of the enquiries received, 564 143 (47,73%) were enquiries that resulted in previous convictions being identified and/or confirmed. A total of 929 297 non-crime-related enquiries were received. These enquiries are made to determine whether or not persons applying for firearm and professional drivers' permits have any previous convictions.

The review of the Crime Scene Management Standard Operational Procedure was completed in January 2010.

Crime intelligence

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

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

Protection and security services

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

During 2009/10, VIP Protection Services provided protection to 216 presidential, national and provincial dignitaries and 237 foreign dignitaries, including heads of state.

Static Guard Services protects VIPs and their property, and other identified government buildings.

During 2009/10, protection was provided to 25 installations/government buildings and 76 presidential and national ministerial residences.

Mobile Operations, which is responsible for safeguarding valuable cargo, including cash currency escorts for the South African Reserve Bank, protected 203 cargos in 2009/10.

Railway Policing prevents and combats organised crime, serious and violent crime, and crimes against women and children in the rail environment. Regular national and provincial operations were conducted in the railway environment.

A total of 8 434 priority crimes and 24 536 other crimes were recorded in the railway environment in 2009/10. This led to 27 887 arrests (3 549 arrests for priority crimes and 24 338 for other crimes). Railway police deployments are focused on local Metrorail trains, as well as on long-distance cross-border trains and rail routes to prevent and combat crime.

Ports of Entry provides for security at ports of entry, such as border posts, airports and harbours. Seven seaports, 53 land ports, one dry port and 10 international airports are operational. During 2009/10, 3 812 operations were conducted at ports of entry, which included 70 997 roadblocks and 159 191 perimeter inspections/patrols. These operations and day-to-day activities led to 24 640 arrests.

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

2010 FIFA World Cup™

Security forces, together with several other key government departments and role players, ensured that the 2010 FIFA World Cup™ unfolded in a safe and secure environment. Inner-perimeter security duties were undertaken in five of the 10 stadiums – Port Elizabeth, Durban, Western Cape and Gauteng (Soccer City and Ellis Park). Each of the 32 playing teams was allocated a team security liaison officer and close-protection officers.

The SAPS initiated the world-first *International Police Cooperation Centre* to host almost 200 foreign police officers from other playing countries. These officers assisted the SAPS at the stadiums during matches in which their country's team participated. The centre also consisted of senior officials from the SARPCCO to coordinate information among neighbouring countries, especially movement of soccer fans across borders and the coordination of cross-border crime-combating operations.

At the National Joint Operational Centre from where all security-related activities were coordinated, personnel from 22 departments worked around the clock on 12-hour shifts. This structure was duplicated in each province and at various major events.

Within a 1,5-km radius around the various stadiums on the 25 match days (outside stadiums), 704 crime-related incidents were reported to the police; 0,02% of attendees were affected by crime-related incidents, the majority being minor crimes such as theft. A total of 290 incidents were reported to the police inside the stadiums. Taking the total attendance of 3 082 514 on these days, the attendees who were affected by crime-related incidents represented 0,009% of the fans.

A total of 1 271 500 fans attended fan fests on match days; and 76 incidents were reported to police inside the various venues. In the 1,5-km radius around the fests, 1 712 incidents were reported. The number of case dockets opened and investigated by dedicated police detectives countrywide amounted to 1 002.

Department of Defence

The Department of Defence derives its mandate primarily from Section 200(2) of the Constitution of the Republic of South Africa, 1996, as well as Section 227 of the Interim Constitution of the Republic of South Africa, 1993. The mandate is given substance by the Defence Act, 2002 (Act 42 of 2002), the General Regulations, the *White Paper on Defence* (1996), the *Defence Review* (1998) and delegated legislation.

The vision of the department is to provide effective defence for a democratic South Africa.

Functions

The role and mandate of the SANDF in the defence of South Africa and its people (pursuance of national security objectives) are direct derivatives from the Constitution and the Defence Act, 2002, stating that the SANDF may be employed for service in:

- defending South Africa, for the protection of its sovereignty and territorial integrity
- complying with the international obligations of South Africa with regard to international bodies and other states
- preserving life, health or property
- providing or maintaining essential services
- upholding law and order in South Africa in cooperation with the SAPS under circumstances set out in legislation, where the SAPS is unable to maintain law and order on its own
- supporting any department of state for the purpose of socio-economic upliftment
- effecting national border safeguarding.

Strategic orientation Defence strategy

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

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

The foundation of democratic governance has been characterised by efforts aimed at pioneering the institutionalisation of civil-military relations. The Defence Strategy strengthens and consolidates the sound basis upon which civil-military relations are founded. The Defence Strategy underscores the need for the requisite resources to provide for both the core and other functions of the departments of defence and of military veterans, as prescribed in sections 200 and 204 of the Constitution of the Republic of South Africa, 1996.

Force preparation

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

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

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

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

Force employment

The SANDF exists to employ military capabilities during operations. The complexity of contemporary military operations demands a high level of integration between force elements contributed by the various services of a defence force. The Chief of Joint Operations, on behalf of the Chief of the SANDF, is responsible for employing forces of the SANDF and is supported by the SA Army, SAAF, SAN and other divisions. For internal operations, nine tactical-level headquarters have been established, one in each province. If required, temporary joint task-force headquarters may be created for specific operations. Services and divisions are responsible for preparing, providing and supporting combat-ready units as and when required for employment by the Chief of Joint Operations.

Force support

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

Military strategy

The Military Strategy of South Africa is derived from the Constitution of the Republic of South Africa, 1996, the *White Paper on Defence* (1996), the *Defence Review* (1998) and the National Security Strategy.

Military strategic objectives

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

- Enhancing and maintaining comprehensive defence capabilities by providing

self-defence in accordance with international law against any external aggression which endangers the stability of South Africa.

- Promoting peace, security and stability in the Southern African Development Community region (SADC) and on the continent. The purpose is to provide armed forces for external deployment in accordance with international obligations, or support to enhance security of decisions by the national executive.
- Supporting the people of South Africa by being employed for service in this country by means of operations other than war, during periods when the responsible state departments do not have the capacity to do so.

Missions

The SANDF uses a mission-based approach to achieve the military strategic objectives of the Department of Defence. This approach allows for wartime and peacetime missions to direct the Peacetime Strategy for Force Preparation, and to guide joint, interdepartmental, interagency and multinational force preparation as well as force employment during times of conflict. The missions include:

- countering a conventional, unconventional or non-conventional threat or attack
- peace-support operations (major combat operations) threat or attack
- health support (insurgency operations) threat or attack
- defence diplomacy (combating terrorism) threat or attack
- special operations
- support to other government departments
- disaster relief and humanitarian assistance
- presidential tasks.

Military strategic concepts

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

- Providing mission-essential training: The SANDF educates, trains and develops its soldiers in the essential skills required to execute the tasks necessary to accomplish its missions. It focuses on force training and preparation aligned with the allocated budget.
- Establishing a mission-trained force: The SANDF is to have the capability to establish a mission-trained force that can engage in specific missions. The force will

be relatively small, but must ultimately be prepared according to the missions and capabilities required.

- Selective engagement where possible: The SANDF will execute all missions as ordered, but will be selective in the courses of action it will follow, the force levels it will field, as well as the capabilities and resources it will provide and maintain. It focuses on consciously taking calculated strategic and operational risks.
- Strategic positioning: This entails establishing early-warning mechanisms, such as deploying military attachés and getting involved in subregional institutions to enhance peace and security in the region, all of which support development initiatives such as SADC and the African Union (AU).

Military strategic capabilities

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

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

Employment of the South African National Defence Force Conventional operations

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

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

Non-conventional operations

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

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

Operational commitments

Operational commitments include:

- achieving international and regional defence cooperation aims
- executing peace operations
- effective land, sea and air-border control
- maintaining law and order in support of the SAPS
- controlling South African maritime areas of responsibility, including the Exclusive Economic Zone
- when requested, providing support to civil authorities within the scope of regulations regarding:
 - the preservation of life, health and property
 - the maintenance of essential services
 - the provision of medical and health services
 - search-and-rescue operations
 - missions to the Antarctic and the southern oceans
 - diplomatic initiatives
- air-transport missions, including for diplomatic commitments and scheduled departmental flights
- area-defence operation missions
- joint interdepartmental and multinational force-preparation missions
- special forces missions.

Border safeguarding

The SANDF resumed its border-patrol function in earnest in 2010. Border safeguarding (land, air and maritime) as a component of the defence of the territorial integrity and sovereignty of South Africa (domestic defence layer), constitutes the continuous and uninterrupted employment of military capabilities, in cooperation with other government departments. It is coordinated by applicable national-level mechanisms to:

- detect adversarial activities and intent through the short-/medium-/long-term deployment of military sensors
- effectively prepare to execute applicable border safeguarding functions
- respond to adverse situations through short-/medium-/long-term control measures
- reactively (defensive response) respond to adverse situations through reaction capabilities (interception)
- proactively (offensive response) respond (interdiction) to adverse situations.

It is accepted that adverse situations/threats encompass threats other than direct military aggression, implying that the SANDF will be involved in non-war fighting tasks and that it will, in cooperation with other government departments, be involved in the enforcement of state authority.

The strategic mission of border safeguarding is thus identified as the joint/interdepartmental employment of forces to enforce state authority in the land, air and maritime border domains in support of national security objectives.

Given the above framework, the strategic/operational concept for border safeguarding entails the following:

- permanent landward borderline deployment of self-supported and sustained light-mobile forces geographically dispersed throughout South Africa (conducting mobile operations from established operational bases) to effect detection and response (control) in the border areas
- deployment of air and maritime assets for the control of the maritime environment and the enforcement of state authority (response) at sea within the framework of legal prescripts
- employment of air and landward assets to enhance the integrity of the air space, assistance with air-space control and the enforcement of state authority in this domain
- employment of mobile ground, air and maritime sensors to enhance situational awareness (detection) and/or to support specific interdepartmental and/or multinational operations
- deployment of information warfare capabilities in support of border-safeguarding operations
- limited military operations to intercept and interdict the identified adversary will be conducted, utilising available land, air, maritime and special forces capabilities,

which will require a high degree of inter-departmental and regional cooperation.

Other defence commitments

The Department of Defence's other commitments are to:

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

Peace operations

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

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

The number of South African peacekeeping operations on the African continent has increased. As an erst-while member of the African Union Peace and Security Council (AU PSC) and a non-permanent member of the United Nations Security Council (UNSC), South Africa has become a significant contributor to peacekeeping in Africa. This includes troop contributions (both military units and individuals as civilian police, military observers and military staff officers) and mediation or facilitation. For the first time, members have also been deployed outside the African continent with, for example, the deployment of five members in support of the UN Political Mission in Nepal.

In times of natural disasters, South Africa has shown that it could field dependable and cost-effective equipment for humanitarian and search-and-rescue operations, such as in Mozambique and Haiti. South Africa has also rendered assistance to a number of countries during elections, such as Madagascar and Lesotho, while assistance in support of post-conflict reconstruction is ongoing in countries such as the DRC and Sudan.

Organisational structure

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

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

Secretary for Defence

The Secretary for Defence manages the Defence Secretariat and is the accounting officer of the departments of defence and of military veterans.

The Secretary for Defence has the following functions:

- head of the department
- principal departmental adviser to the Minister regarding defence policy
- performing such functions as may be entrusted to the Secretary for Defence by the Minister, in particular those necessary or expedient to enhance civil control by:
 - Parliament over the department
 - parliamentary committees having oversight over the department
 - Minister over the department
 - providing the Chief of the Defence Force with comprehensive instructions
 - monitoring compliance with policies and directions issued by the Minister to the Chief of the Defence Force
 - being responsible for the discipline of, administrative control over and management of employees, including their effective utilisation and training.

The first female Defence Secretary, Ms Mpumi Mpofu, was appointed in 2010.

Chief of the South African National Defence Force

The functions of the Chief of the SANDF include:

- advising the Minister of Defence and Military Veterans on any military, operational and administrative matters
- complying with directions issued by the Minister of Defence and Military Veterans under the authority of the President, as prescribed by the Constitution

- formulating and issuing policies and doctrines
- exercising command by issuing orders, directives and instructions
- directing management and administration
- executing approved programmes of the defence budget
- employing the armed forces in accordance with legislation
- training the armed forces
- maintaining defence capabilities
- planning contingencies
- managing the defence force as a disciplined military force.

Defence acquisition

The focus of defence acquisition is on acquiring new equipment and upgrading existing equipment, as prioritised by the Chief of Joint Operations, to support ordered commitments assigned to the SANDF. Certain equipment systems played an integral role in the SANDF's role providing security for the 2010 FIFA World Cup™.

Parallel to this, specific technology programmes are pursued to ensure the retention of the required technology base for effective local participation in scheduled acquisition programmes, in addition to applying these technologies to optimise the remaining life of existing equipment.

By August 2010, the Defence Materiel Division was in the process of completing the acquisition process of the Strategic Defence Package programmes, of which most systems had by then been delivered to the country and commissioned by the SAAF and SAN.

Project-related

The last upgraded Z13 anti-tank missiles, upgraded Rooikat armoured cars and upgraded Casspir armoured protected personnel carriers were delivered, and the commissioning of these product systems into the SA Army was successfully completed. Operational tests and evaluations on the tactical intelligence processing system were also successfully completed.

Air-defence acquisition Strategic defence packages

The last of 30 Agusta A109 light utility helicopters was delivered. A retrofit programme was executed to correct deficiencies identified during operational testing and evaluation. The ninth and last dual seat SAAB Gripen advanced light fighter and the first

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In April 2010, President Jacob Zuma and several ministers and government officials attended the Nuclear Security Summit held in Washington DC in the United States of America (USA).

The summit was convened by US President Barack Obama in the context of his policy announcement on nuclear disarmament and non-proliferation.

The goals of the Nuclear Security Summit, which 43 countries attended, were to:

- reach a common understanding of the threat posed by nuclear terrorism
- agree to effective measures to secure nuclear material and to prevent nuclear smuggling and terrorism.

South Africa gave up its pursuit of nuclear weapons in 1993, making it the first and only country to start abandoning a weapons programme voluntarily. South Africa was hailed by President Obama for its leadership in this regard.

South Africa has consistently condemned acts of terrorism and shares the international community's concern over nuclear security. South Africa has also in the past pledged its support for the global campaign against terrorism within the framework of international law and the United Nations and its structures.

two of 17 single seat SAAB Gripen advanced light fighters were delivered. Training of the first group of aircrew was completed and relevant ground crew have also been trained. The Phase One handover of the 24 BAE Systems Hawk lead-in fighter trainer to the SAAF was concluded.

Naval acquisition

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

Defence technology development

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

In addition, Armscor has contracted Republic Arms of Jeppestown, Johannesburg, to maintain an undisclosed number of

12 Gauge Beretta RS202P-shotguns. These were designed for use by law-enforcement agencies.

A capital programme aimed at the avionics upgrade of the Pilatus Astra basic training aircraft was initiated, and a contract for this work was awarded to Pilatus Switzerland at the end of 2008. The local development of a fifth-generation air-to-air missile intended for use on the newly acquired Gripen aircraft of the SAAF is a very important project of the Department of Defence. This programme is co-funded by the SANDF and the Brazilian Air Force and represents the first cooperative defence programme under the trilateral India, Brazil, South Africa (IBSA) agreement. During 2009, the development progressed to a point where flyable missiles were completed and a first series of flight and guidance tests were successfully completed. In May 2010, the first test firing of this missile from a Gripen Aircraft was done.

The ongoing life-extension programme of the dynamic components of the Oryx medium helicopter fleet was extended to include the upgrade of some avionics and the replacement of the communications suite. This project will run over a four-year period and is expected to deliver the last upgraded aircraft by 2012.

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

South African Military Health Service Institute for Aviation Medicine

March 2009 saw the signing of a memorandum of agreement between the Department of Defence and the Innovation Hub in Pretoria for the transfer of land to the Department of Defence on which a new state-of-the-art specialist aeromedical facility will be established.

Specialised musterings such as SAAF aircrew (fighter pilots, helicopter pilots, transport pilots and cabin crew of various musterings), airborne special forces, divers and submariners are the backbone of the SANDF's military capability.

To cater for these requirements, the South African Aeromedical and Specialist Training Facility is being established. It will include:

- a human centrifuge
- hypobaric and hyperbaric chambers
- disorientation demonstrator with night-vision integration
- helicopter disorientation trainer with G-capabilities and night-vision integration
- anti-G-straining manoeuvre trainer
- ejection trainer
- underwater escape training system.

Biochemical Radiological Defence System

The system for both urban and conventional employment was expected to be finalised in 2010.

High-level defence interventions Defence transformation

Defence transformation aims to:

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

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In September 2010, Exercise IBSAMAR, which stemmed from a trilateral government co-operation initiative between the countries of India, Brazil and South Africa (IBSA), was conducted. The exercise comprised maritime interaction and cooperation by the three countries, spanning two oceans and encompassing the objectives of promoting trilateral exchange of information, international best practices, technologies and skills.

Exercise IBSAMAR II was conducted along the South African coastline of Durban, Port Elizabeth and Cape Town from 10 to 27 September 2010, with South Africa as the host country, India the lead country and Brazil as the support country. The aim of the exercise was to increase interoperability and testing supportability, and enhance military and diplomatic understanding and cooperation among the three nations. Having initially been involved only in basic maritime operations, the scope of IBSAMAR II was enhanced in both scale and complexity to feature advanced aspects of maritime warfare, including anti-air, anti-surface and anti-submarine operations.

Shared defence values

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

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

High-level business process management

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

The Department of Defence is an organisation subject to change due, not only to local but also to international, political, social, economic and technological pressures. This necessitates the management of business processes to study the impact of such change quickly and effectively, and address these changes in the organisation.

Business process management (BPM) facilitates the orderly and accountable change from one business architecture baseline to the next.

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

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

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

Human Resource 2010 Strategy

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

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

Military Skills Development System (MSDS)

The SANDF's MSDS injected new blood into the SANDF and played a valuable role in addressing the skills shortage in the country. The SANDF aims to absorb many young unemployed graduates into the SANDF for a two-year basic training. When they have mastered different skills in the SANDF, they can be released into different sectors of society. The skills programme, which takes over 5 000 young people every year, will be enhanced with the aim of offering them rare skills and various training opportunities.

In 2009, the programme showed that the SANDF could contribute to addressing the skills shortages in the country.

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

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

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

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

There has been a 40% improvement in the rank-age profile of SANDF troops and,



In November 2010, Cabinet approved the tabling of the *Report of the Interim National Defence Force Service Commission* before the Joint Standing Committee on Defence in Parliament. This report follows Cabinet's decision in 2009 to create a new service dispensation for the Defence Force.

Following that decision, the Interim National Defence Force Service Commission was established to, among other things, advise and make recommendations on a unique service dispensation outside the ambit of the Public Service. The report covers challenges faced by the South African National Defence Force since 1994, explores the root causes of the problems, and proposes short- and long-term solutions.

as the number of youth intakes increase over the next three years, the capacity of the reserves will be addressed.

Bases

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

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

One Force

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

Resettlement

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

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

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

The directorate has established and implemented the Social Plan, which addresses the re-skilling and psychosocial needs of the department’s employees.

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

Force preparation

The Defence Reserves Board monitored the implementation of the Reserve Strategic Plan by the Services and Divisions using Project Phoenix Phase Three as a mechanism. This has resulted in the total strength of the reserves growing by 29% in the 2009/10 financial year, with a lesser growth of 18% of those classified as “active”. This has enabled the ongoing external deployment of reserves in peace-support operations.

Force support

The Defence Reserves Division supported the services and divisions with the challenge of finding job opportunities for members exiting the MSDS and entering the Reserve System.

Ministerial priorities

The Minister of Defence and Military Veterans had directed that the Reserve be an absolute requirement within the “Core Growth One Force”. Furthermore, the Reserve must be multiskilled and contribute on an ongoing basis to the operational output of the SANDF.

The Reserve must be revitalised to complement the regulars as part of the renewal strategy of the SANDF, enabling the provision of required capacities that meet defence capability requirements.

The Chief of Defence Reserves is appointed as the manager of this strategic issue and as such provides strategic direction to the department, as well as monitors and controls development plans.

In addition to reserve utilisation for deployments, SANDF priorities, which directly affect the reserves are the following:

- MSDS intakes to capacitate the Reserve must be addressed in terms of feeding, learning and career paths
- adequate training, which stimulates interest, ensures the retention of members and maintains appropriate readiness must be provided.

Facilities, land and environment

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

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To support South Africa’s hosting of the 2010 FIFA World Cup™, the Shallow Water Route Survey Capability for the South African Navy was procured and established. The system was used to conduct route surveys in the Durban, Port Elizabeth and Cape Town harbours, and contribute towards underwater security in the respective ports. The system uses new multi-beam echo-sounder technology, which provides a full search of the seabed.

The *Military Integrated Training Range Guide* provides military environmental managers with information that will ensure the long-term continuation of environmentally sound management practices. It will also enhance the ability of the defence sector to sustain long-term and cost-effective range operations.

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

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

Military veterans Department of Military Veterans

The Department of Military Veterans was proclaimed by the President as a separate and stand-alone department, in December 2009, to create a department within government, whose sole responsibility is to govern and cater for the affairs of all former members of military organisations before the dawn of democracy, and those who served in the current SANDF after 1994.

The Minister of Public Service and Administration approved the organisational structure of the new department with a total staff complement of 141 posts in June 2010.

In November 2010, Cabinet approved the 2010 Military Veterans Bill, which in the main ushers in a new dispensation for military veterans' affairs in the country. The Bill repeals the Military Veterans' Affairs Act, 1999 (Act 17 of 1999), and attempts to streamline all other veterans-related legislation into one comprehensive set of legislation.

The Bill clarifies the definition of military veterans as "a South African citizen who rendered military service to any of the military organisations, which were involved on all sides of South Africa's liberation war from 1960 to 1994; those who served in the then Union Defence Force before 1961, and those who became members of the SANDF after 1994, and has completed his/her military training and no longer performs military duties and has not been dishonourably discharged from that military organisation".

The Bill represents a complete break with the past and forms part of ongoing efforts to position the historical role that military veterans played in the democratisation of this country.

The Bill intends to enhance the well-being and quality of life of military veterans through a steady realisation of socio-economic opportunities and in recognition of their efforts to bring about change.

It also accords government, across all spheres, an opportunity to streamline and promote national standards regarding services to military veterans and their dependants.

The overall objectives of the Bill are to recognise and honour veterans, ensure a seamless transition from active military service to civilian life, restore the capability of military veterans with disabilities, provide a comprehensive delivery machinery and system of benefits and services for military veterans, position military veterans as part of the overall workforce of the country to enhance its prosperity and development, and ensure military veterans contribute meaningfully towards reconciliation and nation-building.

The Bill also identifies key benefits and support that constitute government's obligation towards military veterans. These include:

- healthcare
- housing
- business opportunities
- educational opportunities
- military pensions
- access to public transport
- facilitation of empowerment

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In September 2010, the Minister of Defence and Military Veterans, Ms Lindiwe Sisulu, opened the Africa Aerospace and Defence Exhibition (AAD) 2010, at Ysterplaat Airforce Base, outside Cape Town. The AAD showcased the best of South Africa's technologies, especially the designs of mine-resistant and ambush-protected vehicles, which are among the most competitive military products for international peacekeepers.

The AAD serves the interests of both the civilian and military sectors. It represents a flourishing partnership between South Africa's Aerospace, Maritime and Defence Industry Association, the Commercial Aviation Association of Southern Africa and Armscor, with the full participation of the Department of Defence.

It also provides a platform for South Africa's defence industry to identify and make the most of business opportunities within the country and abroad.

One of the prominent features of the AAD was the Youth Development Programme, driven by AAD partners. It is also linked to the Defence Force's own Military Skills Development System. Through these programmes, the youth of South Africa get an opportunity to experience first-hand the high-technology world of aerospace and defence.

- burial and honour
- job placement
- counselling.

The Bill provides for the official recognition of a national umbrella body for veterans, namely the South African National Military Veterans' Association; the formation of an appeals board to serve as a recourse on declined membership or eligibility to a specific benefit; an independent advisory board whose primary role is to advise the ministry on any matter that they regard as relevant to the veterans affairs; and also confers the President to be patron-in-chief of all military veterans.

National Conventional Arms Control Committee (NCACC)

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

The NCACC's Policy for the Control of Trade in Conventional Arms was promulgated in January 2004.

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

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

Each application is also sent for scrutiny to the relevant government departments, such as international relations and co-operation or trade and industry.

The application is then referred to the various directors-general for their recommendations, whereafter the NCACC makes

the final decision. An independent inspectorate ensures that all levels of the process are subject to independent scrutiny and supervision, and are conducted in accordance with the policies and guidelines of the NCACC. The inspectorate submits periodic reports to the JSCD.

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

Armcor is a statutory body established in terms of the Armaments Development and Production Act, 1968 (Act 57 of 1968), and continues its existence through the Armcor Limited (Ltd) Act, 2003 (Act 51 of 2003), and the Armcor Ltd Amendment Act, 2005 (Act 16 of 2005), which came into effect on 8 May 2006.

Armcor's mission is to meet the acquisition, maintenance and disposal needs of the South African Department of Defence and other clients in terms of defence matériel, related products and services. Armcor maintains strategic capabilities and technologies and promotes the local defence-related industry.

Armcor's budget consists mainly of an annual transfer payment from the Department of Defence.

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

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

Armcor provides for a quality-assurance capability in support of acquisition and technology projects as well as for any other service required by the Department of Defence. To enhance this capability, Armcor is a certified International Organisation for Standardisation 9001:2008 service-provider.

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The South African Military Ombudsman Bill seeks to establish the office of the Military Ombudsman to attend to complaints emanating from members of the South African National Defence Force (SANDF) and members of the public, and to ensure speedy resolution of complaints within and against the SANDF.

Armcor remains focused and committed in its role to acquire equipment economically and efficiently. The acquisition role can be divided into four categories, namely:

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

Technology acquisition management entails contracting for and developing technologies in support of future acquisition programmes.

Armcor, through its wholly owned subsidiary company Armcor Defence Institute Pty Ltd, manages defence strategic facilities that are structured into two groups, namely the:

- Defence Science and Technology Institute, which houses the research and development facilities
- Test and Evaluation Facilities, which are responsible for rendering comprehensive test and evaluation services in both the military and civilian environment.

Armcor further manages the Naval Dockyard, the SAN's third-line maintenance and refitting authority. The Naval Dockyard executes activities such as planned preventative maintenance, corrective maintenance, reconstruction and repairs as well as upgrades and modernisation on the SAN's vessels (ships and submarines).

Armcor is also responsible for providing an integrated defence industry support function, which entails facilitating the SADI's participation in international defence exhibitions; "industrial ambassadorship"; and managing requests for the utilisation of SANDF equipment, personnel and facilities for SADI marketing purposes.

Denel Group of South Africa

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

With its focus on the military aerospace and landward defence domains, Denel was incorporated as a private company in 1992 in terms of the South African Companies Act, 1973 (Act 61 of 1973). Its defence capabilities, however, date back more than 70 years when some of Denel's first manufacturing plants were established.

As a state-owned enterprise, Denel reports to the Minister of Public Enterprises. The Minister, on behalf of the South African Government as shareholder, appoints an

independent board of directors while an executive management team is responsible for the day-to-day management of the company. Denel is managed in accordance with sound business principles and good governance. It conforms to the prescripts of the PFMA, 1999 and other regulatory requirements.

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

While the unbundling of the South African Government's defence company is key to refocusing its business, government considers Denel a strategic asset. It therefore retains a "golden share" in the businesses to protect the country's technological capabilities and ensure their role as key domestic suppliers to the SANDF.

Apart from being original equipment manufacturers in certain product categories, the Denel businesses are also engaged in the overhaul, maintenance, repair, refurbishment and upgrade of the SANDF's defence systems and equipment.

As such, they ensure a greater measure of strategic independence for the country, while providing the SANDF with the cost-effective means to undertake its role in peacekeeping and peace-support missions beyond South Africa's borders.

Denel provides a sustainable technology base to enable the Department of Defence to acquire systems uniquely suited to African conditions. Denel also makes a significant contribution to South Africa's socio-economic development and manufacturing base.

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

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

- Denel Centre for Learning and Development, offering business and marketing training alongside its artisan and technician training

- Denel Youth Foundation Training Programme with its focus on upgrading Mathematics and Science skills of young learners
- engineering bursary schemes and internships
- school-outreach programmes to entice the youth to the high-technology careers found at Denel.

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

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

Denel's core businesses and subsidiaries

Denel's businesses and subsidiaries consist of:

- Denel Aviation
- Denel Dynamics
- Denel Integrated Systems Solutions
- Denel-Saab Aerostructures (Pty) Ltd
- Denel Land Systems (DLS)
- Denel Pretoria Metal Pressings
- Mechem (Pty) Ltd
- Overberg Test Range (OTB).

Associated companies include:

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

Intelligence services

In September 2009, a single department, the State Security Agency (SSA), was established by a presidential proclamation. In line with reorganising state security institutions, goals for 2010 included:

- tabling the National State Security Bill to effect the amalgamation of the various intelligence components into a single entity
- redeploying members into new structures and upgrading their skills to ensure that the agency has adequate HR to meet the new challenges
- integrating technology platforms and playing a more proactive leadership role in developing policy, setting security standards and monitoring for compliance
- resubmitting the draft Protection of Information Bill to Parliament to secure the integrity of sensitive state information and criminalise the activities of those engaging in espionage and information peddling

concluding the development of an early warning system to monitor and identify risks to the critical national infrastructure. Some of the priorities for 2010/11 are as follows:

- ensuring that all people in South Africa are safe and feel safe
- reducing crime levels in the country, particularly those which are violent in nature
- establishing operations against domestic and transnational crime syndicates
- developing a comprehensive counter-terrorism strategy, which will guide counter-terrorism operations
- working together with the Department of Cooperative Governance and the Independent Electoral Commission to set up systems to ensure that the 2011 local government elections would be held in a peaceful atmosphere
- monitoring and assessing the manifestation of xenophobia across the country, with the aim of averting the possibility of violent outbreak against foreign nationals
- rooting out fraud, theft and corruption within the cluster and government in general through joint operations and coordination
- supporting government in advancing regional, continental and global peace, security and sustainable development within the ambit of the SADC, AU and the UN
- supporting peace initiatives in the region and the continent by prioritising the conflict areas and working to stabilise particularly the DRC, Sudan, Madagascar, Somalia and Zimbabwe

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Government has introduced the Protection of Information Bill as a response to clear and present dangers that call for the enactment of a law that would help protect the national security of South Africa. The proposed legislation aims to, among other things, address the rising threat of espionage, information peddling and the protection of critical databases in government, without impeding constitutional rights of citizens to accessing information.

The Bill also provides opportunities for advancing the existing space for openness as it:

- decreases the four levels of classification to three
- criminalises the abuse of the classification system for ulterior motives such as hiding corruption, maladministration, incompetence and inefficiency in the Public Service
- improves access to information through a coherent review and declassification system
- creates additional avenues for accessing classified information by providing a procedure for requesting such access.

- involving the SAPS Crime Intelligence, NPA, DPCI, Department of Mineral Resources and Department of Home Affairs to effectively deal with illicit mining.

Intelligence oversight Joint Standing Committee on Intelligence (JSCI)

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

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

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

Inspector-General

The President appoints the Inspector-General with the approval of two-thirds of the members of the National Assembly.

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

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

Other civilian intelligence structures

Office of Interception Centre (OIC)

The OIC was established in July 2006 in line with the Regulation of Interception of Communications and Provision of Communications-Related Information Act, 2002 (Act 70 of 2002), which was implemented in 2005. Oversight and control of this centre reside with the Minister of State Security, the JSCI and the Inspector-General. The office provides a service to all law-enforcement agencies, alleviating duplication, pooling resources and limiting abuse of this instrument.

South African National Academy of Intelligence (Sanai)

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

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

Intelligence Services Council (ISC)

The work of the ISC on conditions of service, established in terms of the Intelligence Services Act, 2002 (Act 65 of 2002), is dedicated to optimising human resources.

The council conducts continuous research towards developing effective and competitive working conditions for members as they are recruited and receive multiskill training and development, commensurate benefits, career options and eventually retirement benefits.

Electronic Communications Security (Pty) Ltd (Comsec)

Prior to the establishment of Comsec, procurement and provision of this service was fragmented in government. The establishment of the company is a move towards greater coordination, integration, alignment and the maintenance of communications security.

Comsec was established as a private company in February 2003 to ensure that critical electronic communications of government and related organs are protected and secured. Comsec's functions include securing government communications against unauthorised access and technical, electronic or any other related threats.

Comsec strives for greater coordination, integration, alignment and the maintenance of communications security. Research to improve products and services and training is another key function of Comsec.

National Communications Centre (NCC)

The functions of the NCC are directed at the integration and coordination of signals and interception activities of all government departments in South Africa.

The NCC serves as an advisory structure to the Minister of State Security on matters related to signals intelligence procurement, management and direction. These include areas such as the Signals Intelligence Evaluation Centre and the Office of Interception Centres.

The National Communications Act, 2002 (Act 70 of 2002), provides for the establishment and administration of the Office of Interception Centre. The centre is expected to regulate the applications and authorisation for interceptions, and monitor all interception of communications, thus avoiding duplication and possible mismanagement of resources.

Acknowledgements

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