

STRATEGIC BUSINESS PLAN 2007 (MTEF FY 2007/08 - FY 2009/10)



RENEWING OUR PLEDGE

A NATIONAL PARTNERSHIP TO BUILD A BETTER LIFE FOR ALL



defence

Department:
Defence:
REPUBLIC OF SOUTH AFRICA

TABLE OF CONTENTS

	PAGE
List of Tables	vi
List of Diagrams	viii
Foreword by the the Secretary for Defence and the Chief of the South African National Defence Force	ix
 CHAPTER 1 - STRATEGIC PROFILE AND DEFENCE OBJECTIVES	
Introduction	1
Vision	1
Mission	2
Mandate of the Department of Defence	2
Value System to Foreground the Operations of the DOD	2
Who We Serve	3
Mission Success Factors	3
Defence Outcome	3
Minister of Defence's Objectives	3
Minister of Defence's Priorities	3
Alignment with Cabinet Priorities	4
Strategic Focus	5
Strategic Objectives	6
Strategic Issues	6
Functions of the Secretary for Defence and the Chief of the SANDF	7
Defence Outputs	7
Defence Programmes	7
Budget Allocation	7
Risk Management Plan	8
Affordability and Sustainability	9
 CHAPTER 2 - STRATEGIC ALIGNMENT	
Introduction	10
National Strategic Direction 2014	10
Defence Strategy	11
The Military Strategy	12
Force Employment Strategy	12
Force Preparation Strategy	13
Support Strategies	13
 CHAPTER 3 - ORGANISATIONAL MANAGEMENT	
Overview	16
Post Structure	18
Force Structure and Design	20
Force Design and Status	20

	PAGE
<hr/>	
CHAPTER 4 - DEFENCE ADMINISTRATION	
	21
	21
	22
	30
	30
	30
<hr/>	
CHAPTER 5 - FORCE EMPLOYMENT (JOINT OPERATIONS)	
	33
	33
	34
	38
	38
	38
<hr/>	
CHAPTER 6 - LANDWARD DEFENCE	
	39
	39
	40
	44
	45
	46
<hr/>	
CHAPTER 7 - AIR DEFENCE	
	48
	48
	49
	53
	54
	55
<hr/>	
CHAPTER 8 - MARITIME DEFENCE	
	56
	56
	57
	59
	60
	60
<hr/>	
CHAPTER 9 - MILITARY HEALTH SERVICE	
	62
	62
	63
	65
	65
	65

CHAPTER 10 - DEFENCE INTELLIGENCE

PAGE

Purpose	66
Financial Resources	66
Outputs	67
Risks and Mitigating Actions	74
Services to be Scaled Down, Suspended or Abolished	74
Performance and Service Delivery Improvement	74

CHAPTER 11 - JOINT SUPPORT

Purpose	69
Financial Resources	69
Outputs	70
Risks and Mitigating Actions	74
Services to be Scaled Down, Suspended or Abolished	74
Performance and Service Delivery Improvement	74

CHAPTER 12 - SPECIAL DEFENCE ACCOUNT

Purpose	75
Financial Resources	75
Outputs	76
Risks and Mitigating Actions	77
Performance and Service Delivery Improvement	77

LIST OF ABBREVIATIONS

LIST OF TABLES

Table

3.1	Human Resource Authorised Posts and Actual Strength - 15 November 2006	18
3.2	Department of Defence Force Structure Planning at the End of the FY2007/08 - FY2009/10	20
4.1	Defence Administration Programme - Allocations for FY2007/08 - FY2009/10	21
4.2	Outputs for the Defence Administration Programme for FY2007/08 - FY2009/10	23
4.3	Performance and Service Delivery Improvement by the Defence Administration Programme	30

Table

5.1	Force Employment Programme - Allocations for FY2007/08 - FY2009/10	33
5.2	Force Employment Programme - Output Details per Sub-programme for the Medium Term	34
5.3	Force Employment Programme - Outputs of Specific Policy Options where Additional Funds were Allocated	36
5.4	Force Employment Programme - Exercises	37
5.5	Force Employment Programme - Performance and Service Delivery Improvement	38

	PAGE	
6.1	Landward Defence Programme - Allocations for FY2007/08 - FY2009/10	39
6.2	Landward Defence Programme - Outputs details per Sub-programme for FY2007/08 - FY2009/10	40
6.3	Landward Defence Programme - Outputs of Specific Policy Options where Additional Funds were Allocated	44
6.4	Landward Defence Programme - Planned Exercises (Service Unique)	44
6.3	Landward Defence Programme - Performance and Service Delivery Improvement	45
7.1	Air Defence Programme - Allocations for FY2007/08 - FY2009/10	48
7.2	Air Defence Programme - Output Details Per Sub-Programme for FY2007/08 - FY2009/10	49
7.3	Air Defence Programme -Outputs of Specific Policy Options where Additional Funds were allocated	53
7.4	Air Defence Programme - Planned Exercises (Service Unique)	53
7.5	Air Defence Programme - Performance and Service Delivery Improvement	56
8.1	Maritime Defence Programme - Allocations for FY2007/08 - FY2009/10	56
8.2	Maritime Defence Programme - Output Details Per Sub-Programme for FY2007/08 - FY2009/10	57
8.3	Maritime Defence Programme - Outputs of Specific Policy Options where Additional Funds were Allocated	58
8.4	Maritime Defence Programme - Planned Exercises (Service Unique)	59
8.5	Services / Outputs to be Scaled Down or Suspended	60
8.6	Maritime Defence Programme - Performance and Service Delivery Improvement	61
9.1	Military Health Support Programme - Allocations for FY2007/08 - FY2009/10	62
9.2	Military Health Support Programme - Output Details Per Sub-Programme for FY2007/08 - FY2009/10	63
9.3	Military Health Support Programme - Outputs of Specific Policy Options where Additional Funds were Allocated	65
9.4	Military Health Support Programme - Planned Exercises (Service Unique)	65
10.1	Defence Intelligence Programme - Allocations for FY2007/08 - FY2009/10	66
10.2	Defence Intelligence Programme - Output Details Per Sub-Programme for FY2007/08 - FY2009/10	67
10.3	Defence Intelligence Programme - Performance and Service Delivery Improvement	68
11-1	Joint Support Programme - Allocations for FY2007/08 - FY2009/10	69
11.2	Joint Support Programme - Output Details Per Sub-Programme for FY2007/08 - FY2009/10	70
11.3	Joint Support Programme - Performance and Service Delivery Improvement	74
12.1	Special Defence Account Programme - Allocations for FY2007/08 - FY2009/10	75
12.2	Special Defence Account Programme - Output Details Per Sub-Programme for FY2007/08	76
12.3	Special Defence Account Programme - Performance and Service Delivery Improvement	77

LIST OF FIGURES

Figure		
1.1	Resource/Process/Investment Relationship	8
2.1	Strategic Alignment	10
2.2	DOD Value Chain	11
2.3	Functional Context for DEIS	14
3.1	Command and Management Bodies of the DOD	17
3.2	Department of Defence	19

The Department of Defence Strategic Plan is available on the website at <http://www.mil.za>

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FOREWORD BY THE HONOURABLE MINISTER OF DEFENCE, M.G.P. LEKOTA

The Department of Defence (DOD) contributes to the Government Programme of Action through its participation in the relevant government clusters. It does this by among others, providing support to the Police in the fight against crime and to public safety, widening access to economic participation and investment within the defence related industry and consolidating the African Agenda. Working within various clusters, the department strives towards the attainment of its vision of "Effective defence for a democratic South Africa".

This Strategic Business Plan (SBP) represents and reflects the envisaged activities of the DOD for the next three financial years. The Plan details how the DOD will meet its obligations and commitments, provide the necessary capabilities whilst ensuring sound governance of the Department.

When government took a decision to deploy the South African National Defence Force (SANDF) in peacekeeping missions in Africa, its main priority was to have a safe and peaceful South Africa. This country's economic prosperity and security is linked to that of

the Region and the Continent. For South Africa to enjoy the fruits of democracy the Region and the Continent must therefore be stable, thus contributing to a peaceful, stable and prosperous democratic South Africa. This will in turn ensure that the territorial integrity of the country and its people are safeguarded.

Accordingly, the strategic plan seeks to provide an outcome that enhances national, regional and global security. It is on this basis that the SANDF continues to be engaged in peacekeeping missions in Burundi, the Democratic Republic of the Congo, the Sudan in the region of Darfur and in other theatres of conflict on the Continent.

The plan also ensures the existence and maintenance of defence capabilities that are balanced, modern, affordable and technologically appropriate. Furthermore it adequately addresses the human resource requirements of the department.

In keeping with the Department's objectives, four frigates, two submarines and Hawk trainers have been introduced into the SANDF. In line with this a new facility for the training of fighter pilots has been opened at Air Force Base

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Makhado. The full integration of this equipment into the SANDF, the training thereof, is expected to be completed during the financial year 2007/08.

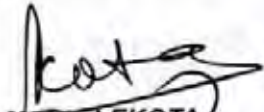
The Strategic Plan also caters for the re-equipping of the South African Army. The Army was not catered for when the Strategic Defence Packages were processed.

The Department continues to grapple with issues of alignment in terms of resource allocation and government ordered commitments. This will be addressed through the update of the White Paper on Defence and the Defence Review (Defence Update 2006).

The SBP is the centrepiece of the department's commitment to the Government Programme of Action and the

renewal of the pledge to ensure a better life for all. The Plan and the consequent performance of the DOD should therefore be viewed and judged within this context.

Finally, I would like to wish the leadership of the Department success as they engage in the challenging and exciting task of executing this Plan.



M.G.P. LEKOTA
MINISTER OF DEFENCE



FOREWORD BY THE SECRETARY FOR DEFENCE AND THE CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE PRESENTED TO THE MINISTER

The Department of Defence's (DOD) commitment to the Minister's Policy for the financial years 2007/08 - 2009/10, as contained in the Strategic Business Plan FY 2007/08-2009/10, is presented herein. The Strategic Business plan details how the DOD will meet its ordered commitments and provide the necessary capabilities whilst ensuring sound governance of the Department. The plan provides an environment for further realization of the three Military Strategic Objectives. These strategic objectives entail enhancing and maintaining comprehensive defence capabilities, promoting peace, security and stability in the Region and the Continent, and supporting the people of South Africa.

The DOD has continually, through its participation in the International Relations, Peace and Security Cluster, Justice, Crime Prevention and Safety Cluster clusters, strengthened its role in respect of policy matters pertaining to peace and security in the Region and the Continent, especially regarding issues relating to borderline patrol, joint crime combating operations, rural safety, accelerated service delivery improvement as well as widening access to economic participation and investment within the defence-related

industry. Within the African Peer Review Mechanism (APRM), the DOD contributes to the streamlining and implementation of the APRM Programme of Action. Continual alignment of the APRM POA with that of the Government POA takes place within these determinant clusters and this Strategic Business Plan needs to provide the DOD's enabling environment for such activities as well as reporting thereof.

The DOD's programmes contribute to the outcomes of Government's New Partnership for Africa's Development (NEPAD) the African Renaissance objectives for economic growth development and its pre-condition for peace and security. Through the delivery of defence outputs as detailed below, the DOD, within its various clusters, strives towards its vision of "Effective defence for a democratic South Africa". This is pursued through the following intermediate and inter-related outcomes:

- Strategic defence cooperation advanced by defence diplomacy initiatives.
- Peace, stability and security on the Continent, advanced by support to multilateral organisations such as the United Nations, African Union (AU) and Southern African Development Community

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(SADC) in particular.

- Human capital development of South Africa, especially professionally competent soldiers and civilian employees.
- Broaden access to economic participation and investment within defence related industry and Strategic Defence Packages (SDPs).

The misalignment between Defence Policy and resource allocation, and the increasing requirements to provide military capabilities for peace and humanitarian missions placed on the DOD, have necessitated the updating of the White Paper on Defence (1996) and the Defence Review (1998). This industrious process has culminated in the Defence Update 2006, which was approved by the Minister in December 2006 and will be presented for Cabinet approval during this financial year. The Defence Update 2006 redefines the level of capabilities required within the force design to comply with the current and expected involvement in peace missions. The DOD plays a key partnering role in promoting peace, security and stability in Africa and is also pursuing a multinational and multilateral approach in its defensive and non - threatening posture.

A comprehensive study on organisational design and structure required to improve the productivity, affordability, efficiency and sustainability of the DOD's operations has been concluded. The recommendation to amalgamate the Military Legal Service Division and the Legal Support Directorate from the Defence Secretariat into a single Defence Legal Services Division has been implemented. Implementation thereof would result in further sharing of staff between the Secretary for Defence and the Chief of the SANDF within the Defence Administration Programme, as well as major changes to the Joint Support Programme. Furthermore, a centralised Human Resource Capability has been recreated to service the DOD, and the new Chief of Human Resources was officially established during January 2007. Through this reconfiguration the DOD will be able to monitor the implementation of accelerated service delivery as required by the Department of Public Service and Administration.

The DOD will continue to engage with its regional counterparts in Africa by focussing on the security-related objectives of the AU and NEPAD. The DOD has established new Defence Attaché Missions in seven countries during FY 2006/07 and two are planned for FY 2007/08. The SADC Mutual Defence Pact, the African Standby Force and the establishment of Continental and Regional

"Early Warning Centres" are still being designed and developed. The South African National Defence Force continued to participate in peace support operations in the Democratic Republic of the Congo, Burundi, Ethiopia/Eritrea and the Sudan and is expected to contribute to post-conflict reconstruction activities.

The deployment of more than 3 000 members in external peace support missions (which is more than three times the number planned for in the 1998 Defence Review) will continue over the medium term.

The Human Resource Strategy of the DOD is directed at youth empowerment, thereby contributing not only towards enhancing the operational readiness of the SANDF, but also contributing towards employment opportunities for the youth and scarce skills development. The department-sponsored Youth Foundation Training Programme (YFTP) and the Military Skills Development System (MSDS) are pivotal to this initiative in the department and in line with the objectives of ASGISA.

Currently 43 percent of all Regular privates comply with the required age bracket of 18 - 24 years, compared to 7 percent in 2002. Furthermore, the DOD needs to expand the YFTP to 500 learners per year and the MSDS to 10 000 new recruits per year, to ensure a continuous throughput of suitably qualified, fit and healthy young soldiers until the rejuvenation requirements of both the Regulars and Reserves have been met. Such capacity can only be created through a process where the DOD, in conjunction with public-private partners, create re-skilling as well as alternative employment opportunities for almost 10 000 SANDF members who have already reached the end of their career as soldiers.

A Works Regiment is being conceptualised in order to re-skill and employ such members to undertake infrastructure maintenance and post-conflict reconstruction duties, amongst others. Opportunities for collaborative and partnership arrangements with other organs of State like the Department of Labour and the Department of Minerals and Energy, that have similar initiatives, are being explored. Such partnerships will help leverage possible funding arrangements as well as provide a comprehensive, focused contribution to social cohesion drive of Government.

The outflow of skilled technical personnel and engineers from the South African Air Force and SA Navy continues to lead to a reduction in the experience levels at units. An incentive scheme to mitigate this challenge has been

introduced in June 2006 and is being adjusted regularly in line with changing requirements.

Delivery of the weapon systems acquired through the strategic armaments procurement programme is on track. Four frigates will be commissioned into the Navy by the end of 2007. They will be fully operational once the maritime helicopters have been delivered and integrated. The first of three submarines, 12 of 30 light utility helicopters and 11 of 24 fighter trainer aircrafts are already in service. One submarine, twelve light utility helicopters and eight fighter trainer aircraft is planned for delivery during FY 2007/08.

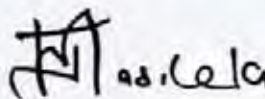
The Department will, through monitoring, continually ensure that the allocated resources are optimally utilized to deliver the outputs detailed in this plan.

The Honourable Minister, we have the pleasure in presenting the DOD Strategic Business Plan for the MTEF FY 2007/08 to FY 2009/10, which provides the statement

of our commitment to the policy and intent of Government and the people of South Africa.



G.N. NGWENYA
CHIEF OF THE SOUTH AFRICAN
NATIONAL DEFENCE FORCE: GENERAL

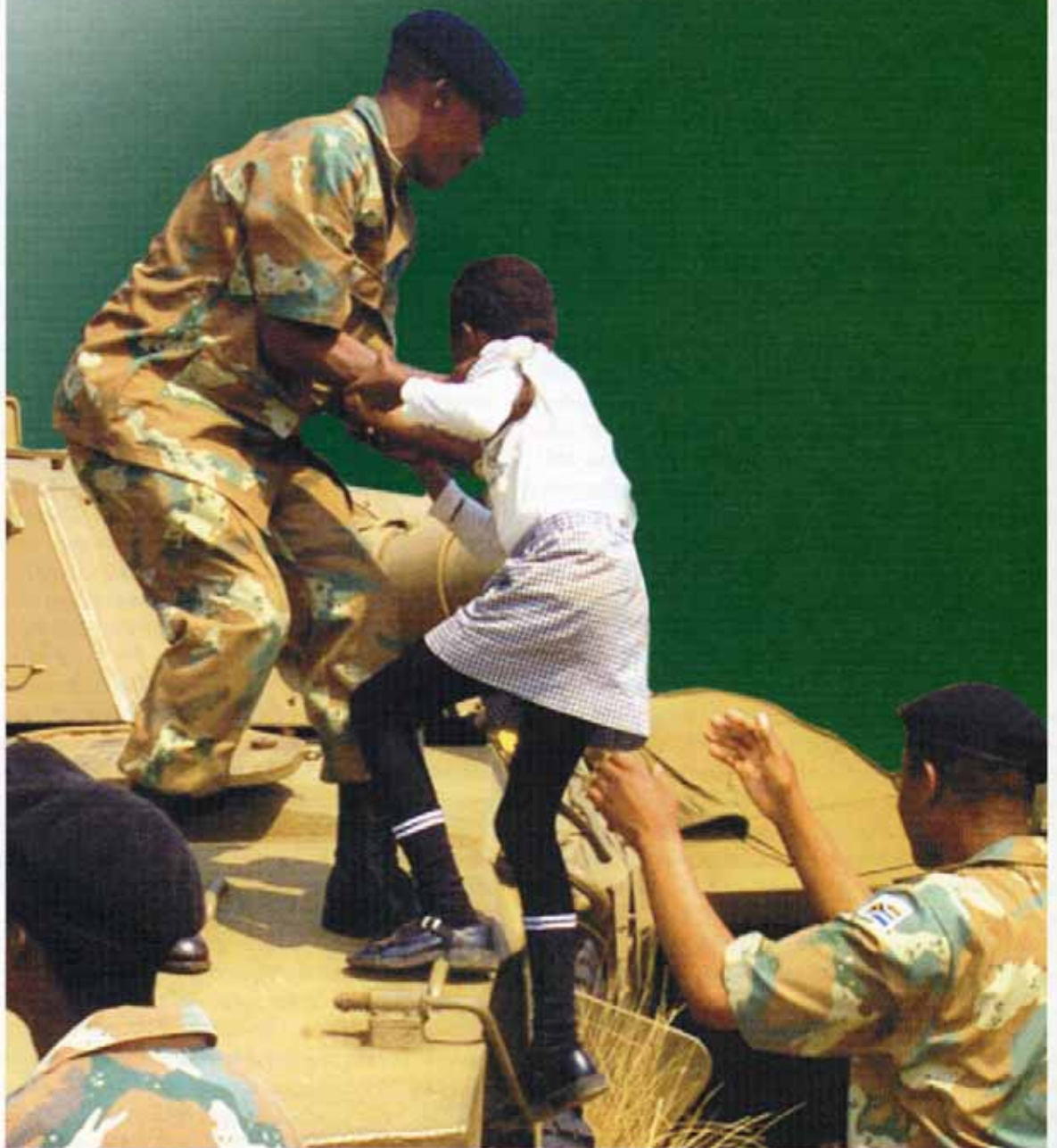


J.B. MASILELA
SECRETARY FOR DEFENCE: DIRECTOR-GENERAL

1997-1998

www

EFFECTIVE DEFENCE FOR A DEMOCRATIC SOUTH AFRICA



STRATEGIC PROFILE AND DEFENCE OBJECTIVES

INTRODUCTION

In the fulfilment of the constitutional imperatives articulated in Section 200(2) of the Constitution of Republic of South Africa 1996 (Act No. 108 of 1996), referred to hereafter as 'the Constitution', the Department of Defence (DOD) is governed by constitutional principles, national legislation, National Strategic Direction 2014, policy frameworks and budgetary processes, which ensure that the DOD is directed and managed in an effective, efficient, economical and transparent manner. These drivers are enhanced by a system of civil control and legislative oversight in national government and parliamentary structures that are crucial for the democratic ethos of the country.

The DOD through its planning framework ensures the outcomes of the *Makgolla*, articulated through the State of the Nation Address and the Budget Vote into visible, approved and confirmed Minister's priorities and guidelines. The Minister of Defence also directs the DOD to meet critical Governmental priorities and obligations towards promoting peace, stability and security in the region, continent and the rest of the world. This is done through the Minister's work-session,

which provides the broad policies and guidelines and the DOD work-session, which provides specific objectives for the Department of Defence. These objectives relate to how the DOD, within the context of government objectives will defend the RSA, its territorial integrity and its people.

Furthermore, to ensure that the African Union structures and programmes are implemented, the Department of Defence supports the New Partnership for Africa's Development (NEPAD) and the African Peer Review Mechanism (APRM), which centre on strengthening African ownership, management and governance. The DOD is therefore taking joint responsibility to strengthen the mechanisms for conflict prevention, management and resolution at regional and continental levels.

These actions are taken to ensure the restoration and maintenance of peace, and to promote and protect democracy and human rights in respective countries and regions by developing clear standards of accountability, transparency and participatory governance at the national and sub-national levels.

Thus, in response to the changed and complex strategic environment, the Department of Defence Strategic Business Plan 2007 (MTEF FY2007/08 -

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FY2009/10) ensures that within the constraints of present budget allocations, Defence capabilities encompass the full spectrum of military and non-military capabilities, which will enable the SANDF to execute military operations and contribute to the achievement of military missions in pursuit of national, defence and military strategic objectives.

The DOD has adopted a defensive posture that in accordance with international and domestic legal imperatives guides defence in pursuit of its constitutional obligation. In defending the territory and its people, the DOD has purposefully adopted an approach focused on promoting stability outside the territory, whilst simultaneously contributing to economic growth and social upliftment. The DOD's approach is to ensure regional and continental stability through the employment of diplomatic initiatives, participation in continental and regional multinational forums, the execution of peace missions, humanitarian aid, conflict resolution and post conflict reconstruction.

VISION

Effective defence for a democratic South Africa.

MISSION

To provide, manage, prepare and employ defence capabilities commensurate with the needs of South Africa, as regulated by the Constitution, National Legislation, Parliamentary and Executive Direction.

The above will be provided through proper management, provision, readiness and employment of defence capabilities, which are in line with the domestic and global needs of South Africa.

MANDATE OF THE DEPARTMENT OF DEFENCE

The DOD derives its constitutional mandate from section 200(2) of the Constitution of the Republic of South Africa, 1996. Giving substance to this constitutional mandate is the Defence Act, 2002 (Act No.42 of 2002), the White Paper on Defence, 1996, Defence Review, 1998 and other national legislation that guide the execution of the defence strategy of the DOD.

VALUE SYSTEM TO FOREGROUND THE OPERATIONS OF THE DOD

The values of the Department of Defence are rooted in a vision that all peoples of South Africa shall have access to effective and efficient defence, thus contributing to improvement of the quality of lives and building a peaceful and democratic South Africa.

Values

The Department of Defence adheres to and upholds the following value system. This is the statement of how the DOD wishes to work in order to achieve the results and perform in the best interest of defence as a whole, and to communicate decisions effectively.

In delivering the defence mission the DOD will follow the principles set out below and expect to be judged on its adherence to them:

- **Service Standards:** Service standards are based on clear direction and strong leadership. Our priority is and will always be to maximise our defence capability and our contribution to peace and security. We will maintain high standards of excellence and professionalism in everything we do.
- **Excellence:** We will build on what we do well and actively foster a climate of success. We will invest in our people, encourage innovation, provide the right incentives and recognise individual and team contributions.
- **Ethics:** We will adopt and encourage reasonable working practices. We will not be deflected by demands of vested interest. We will foster fairness and trustworthiness in all we do. We will not avoid difficult issues.
- **Openness and transparency:** We will ensure clear communication and better understanding of priorities. We will listen to clients' concerns and make sure we understand what they are saying to us. We aim to create a climate of trust and transparency in decision-making.
- **Consultation rooted in effective and efficient partnership and collaboration:** We will encourage and improve links with other government departments, and other relevant organs of State. We will strengthen partnerships with industry, allies and the community. We will promote collaboration within the DOD, harmonise activities and systems and where reasonable, we will share knowledge.
- **People:** We will uphold the values as expounded in the founding principles of the Constitution and as expressed in the Bill of Rights.
- **Teamwork:** Within the DOD we are one team and embrace one purpose. We will debate issues fully, rigorously representing our individual responsibilities. But our overriding aim is to reach conclusions that are best for defence as a whole and then to act on them.
- **Accountability:** We will create a learning organisation in which all employees seek and share knowledge and information, while committing themselves to personal growth. We will



set the example and lead the way. We will lead by example and influence others to follow these principles. We will be sensible of the demands we make on people, recognising the unique commitment they make.

WHO WE SERVE

The DOD is accountable to the following authorities:

- * Cabinet and FOSAD Clusters
- * Cabinet *Makgotla*
- * Portfolio Committee on Defence
- * Joint Standing Committee on Defence
- * Select Committee on Security

MISSION SUCCESS FACTORS

In order to achieve the mission of the DOD it is essential to manage it strategically. As part of this process, certain factors that are fundamental to achieving success were identified. These are known as the mission success factors (MSFs) of the DOD, and are as follows:

- * **National Consensus on Defence.** It is essential to maintain a broad national consensus on the defence needs of South Africa through consultation to ensure that the SANDF is organised, equipped, prepared and funded in accordance with these needs.
- * **Excellent Strategic Direction.** The defence needs of South Africa must be interpreted accurately by the DOD. DOD policy and strategic business plans are to ensure effective, economical and efficient allocation and control of resources.
- * **Excellent Resource Management.** The DOD's scarce resources are to be managed in the most productive and economical manner. The Department is to get the most out of every person and cent allocated to defence.
- * **Effective Combat Forces and Support Forces.** The DOD's combat and support forces are to be prepared for rapid and effective response to the possible defence contingencies. This entails good training, high morale and mission ready units.
- * **Professionalism in the Conduct of Operations.** The professionalism of the DOD's combat ready units is to be enhanced by good command and control, doctrine, tactics and appropriate technology. The Defence Force is to be well trained for conventional operations as well as for approved operations other than war (OOTW) in support of other State departments.
- * **Successful Implementation of the Transformation Process.** Successful transformation of the DOD is essential to ensure alignment between the DOD and government policy on

civil-military relations, transparency, representivity, state expenditure and national security.

DEFENCE OUTCOME

If the DOD delivers all the outputs that are specified in this plan it will, in cooperation with other State departments, achieve the following outcome:

"Effective defence for a democratic South Africa."

This outcome enhances national, regional and global security through the existence of defence capabilities that are balanced, modern, affordable and technologically appropriate. The DOD has consciously decided that its vision and defence outcome should be identical.

MINISTER OF DEFENCE'S OBJECTIVES

The Minister of Defence is responsible for the following objectives in order to ensure that the department's mission is achieved:

- * Defending and protecting the sovereignty and territorial integrity of the Republic, as well as supporting its people, by maintaining cost-effective defence capabilities, in order to be prepared and equipped to participate in operations as ordered and funded by Government.
- * Contributing to global security. This is done through the promotion of regional and continental security and Government diplomatic initiatives through regional and global defence cooperation and participation in peace missions.
- * Ensuring good governance of the DOD through effective, efficient and economical management, administration and accounting within the regulatory framework and Government policy.
- * Ensuring continuous improvement of defence capabilities by means of quality command and control, by developing the people and by improving the equipment and facilities of the DOD.
- * Implementing the "Core-growth One-force" Concept by adequately resourcing and utilising both the Regular and the Reserve components, as well as by rejuvenating and rightsizing the human resource composition of the DOD.

MINISTER'S PRIORITIES FOR THE FY2007/08 - FY2009/10

The Minister of Defence's directive is underpinned by the Minister's priorities as well as the Minister's Strategic Guidelines. Following the Minister of Defence's

Strategic Work Session which was held in March 2006, the Ministerial Directive containing the priorities of the MTEF period FY2007/08 - FY2009/10 was issued as follows:

- The destruction of obsolete matériel which endangers life must be a top priority. Plans must be in place for the phased destruction of all matériel. The ammunition plant must be operational.
- Plans for the capital renewal for landward defence must have been drawn up and be at an advanced stage by FY2007/08.
- The full integration of the Strategic Defence Package equipment into the SANDF must be completed. The integration of the A400M strategic lift capability, and training for it must also be midway by FY2007/08.
- Sufficient operational capacity for peace missions must be ensured. This includes smooth running logistical arrangements and clear reporting lines.
- The implementation of HR Strategy 2010, which is up for review with effect from 2007, must be visibly nearing completion and must encompass the mainstreaming of gender throughout the Department.
- The transformation of Armscor and the strategic review and positioning of defence related industries must be completed.
- Operational planning and matériel requirements must be centralised in and directed by CJ Ops for greater efficiency and effectiveness.
- Qualitative improvement in the internal functioning of the DOD in respect of interaction with the Legislature, Executive and the Judiciary.

Minister's Strategic Guidelines. The Minister of Defence Strategic Guidelines were issued in September 2005, at the DOD Planning and Budgeting Seminar as follows:

- **To enhance and maintain comprehensive defence capabilities.**
 - Developing the DOD organisationally to ensure it can carry out its tasks.
 - Advanced training and preparation for the integration of the SDPs and the forthcoming A400M (yet to be delivered) strategic lift aircraft;
 - Working towards appropriate representativeness goals within the DOD.
 - Ensuring effective civil oversight.
 - The smooth running of the new military justice system;
 - Effective logistic lines;
 - The steady movement away from silos towards integrated planning and matériel acquisition.

- Rejuvenation of the SANDF.
- **Promoting peace, security and stability in the Region and on the Continent**
 - Participating and contributing to AU Peace and Security structures. This must be carefully planned for in the DOD to achieve strategic positioning.
 - To assist and participate in post-conflict reconstruction activities in Angola, the DRC, Burundi, the Sudan and the Ivory Coast, as well as any other areas as may be determined by the Government.
 - Participating and contributing to SADC defence and security structures. This also involves the building and consolidating of strong bilateral defence relations with all our regional partners and includes developing a common doctrine and enhancing interoperability. The DOD must strive towards multinational training exercises, the exchange of military intelligence, sharing of civil military relations experiences and ETD opportunities.
 - The setting up of a maritime cluster within Government involving a number of other Departments namely Intelligence, Environment and Fisheries, Transport and Trade and Industry to ensure we are not duplicating but optimising our resources along our extensive coastline and reaching the extent of the SADC coastline.
 - The DOD is to support continental efforts towards the implementation of a Common African Defence and Security Policy (CADSP).
 - The DOD has to align itself consciously with tasks related to promoting collective security in the region and on the continent.
 - The military capabilities required for promoting security in the region must be fully prepared and supported over the short to medium-term. The particular challenge is to meet the demands and risks of ongoing peace support operations, without losing any capabilities of the SANDF.
- **To support the people of South Africa**
 - Participate and/or assist in any national event e.g. disaster management, visiting dignitaries, security at national events, etc.
 - Support the police whenever the need arises.
 - Engage in and assist communities with capacity in social development initiatives where necessary and appropriate.

ALIGNMENT WITH CABINET PRIORITIES

In pursuit of providing defence to RSA, its territorial integrity and its people, the DOD ensures alignment of its priorities with government priorities through its planning framework as well as through its operations. From the planning perspective, the DOD planning framework is located within the government planning framework. The outcomes of the *Makgotta*, articulated through the State of the Nation Address and the Budget Vote are articulated in the Minister's priorities and guidelines. This is expanded through the Minister's work-session, which provides the broad policies and guidelines and the DOD work-session, which provides specific objectives for the Department of Defence. These objectives relate to how the DOD, within the context of government objectives will meet its Constitutional mandate. The DOD objectives are translated further into specific outputs for the Defence Secretariat and the Chief of the South African National Defence Force. These outputs guide the plans as well as the scope and scale of operations of the Services and Divisions.

The determinant Clusters for the DOD's operational work and functions are the International Relations, Peace and Security (IRPS) Cluster, Justice, Crime Prevention and Safety (JCPS) Cluster, Governance and Administration (G&A) Cluster, and the Economic Cluster. The DOD's Strategic Business Plan therefore makes provision for meeting such objectives and contributing towards the achievement of the priorities of the clusters.

The International Relations, Peace and Security (IRPS) Cluster is charged with the implementation of African Agenda, NEPAD as well as strategic activities pertaining to peace and security in the Region and the Continent. Engagements within the UN, AU and SADC are coordinated and economic regimes are collaboratively explored through this cluster.

The DOD's participation within this cluster accords the DOD the opportunity to provide direction and support to the realisation of the African Agenda, policy to guide international engagements, intensification of work to finalise the Peace and Security Architecture of the AU, especially around the African Standby Force and the SADC Brigade as well as the challenges presented by the two year non-permanent membership of the United Nations Security Council (UNSC).

In addition, the DOD will participate in the setting up of the Maritime Cluster as part of its mandate to protect its people and the environment. This initiative is aimed primarily at optimising resources along extensive coastline

and reaching the extent of the SADC coastline.

The Justice, Crime Prevention and Safety (JCPS) Cluster will address improving the integrated justice system, upholding national security, combating crime and managing big events. Specific DOD responsibilities located within this cluster include borderline patrol, joint crime combating operations, rural safety, and the revision of the Foreign Military Assistance Act. Of particular note is the coordination of security during national events

The Governance and Administration (G&A) Cluster has the mandate to improve efficiency and effectiveness within the Public Service, through capacity building, service delivery, governance as well as government-wide monitoring and evaluation. The DOD contributes to priorities of government located within this cluster through institutionalisation of *Batho Pele* Principles, providing necessary skills to young adults through the (MSDS) as well as improvement of achievement in mathematics and science through the Youth Foundation Program. Within the DOD context this includes institutionalisation of *Batho Pele* Principles and contribution to skills revolution agenda.

The Economic Cluster is charged primarily with widening access to and maximizing economic participation and investment within the first and second economies as well as monitoring progress made with regards to ASGI-SA and infrastructure development projects. Within the DOD context, this cluster entails integration and location of policy initiatives that relate to Defence Industry within the broader Government-wide National Industrial Participation Policy and Strategy.

It is through initiatives within these clusters that the DOD, in collaboration with other organs of State, is able to provide support to widening access to economic participation and investment within the second economy, whilst providing support to its people in pursuit of social cohesion, sustainable national, regional and continental peace, security and stability. The allocated resources are strategically utilised to fulfil both the DOD priorities located with the government programme of action as well as the distinctive DOD priorities.

STRATEGIC FOCUS

The DOD is constitutionally mandated to defend and protect South Africa, its territorial integrity and its people. This will entail supporting Government's initiatives and priorities with a special focus towards combating poverty in order to ensure development, peace and stability nationally, regionally and continentally.

To ensure alignment with the government's policy thrust the following remain essential:

- Defence capabilities of the SANDF must be enhanced and maintained.
- Regional security must be promoted through, among other measures, participation in peace missions and military foreign relations.
- The Government's diplomatic drive/initiatives in Africa must be supported through participation in multi-national organisations
- The SANDF's routine internal deployments must be systematically reduced. Withdrawal from such operations must be completed by April 2009.

STRATEGIC OBJECTIVES

The following strategic objectives were identified as being critical to the achievement of the Department's mission:

- The execution of Defence commitments as ordered and funded by Government.
- The provision of contingency-ready and cost effective defence capabilities as specified by approved policy.
- Sound management of the Department.
- The administration of the DOD within the pre-prescripts of the law, regulatory framework and government policy.
- The assurance of sustainability, continuous improvement of output quality and the reduction of the cost of DOD processes as well as the accounting thereof.
- The assurance of the continuous quality improvement of people in the DOD.
- The assurance of quality command and management information in the DOD.
- The assurance of continuous quality improvement of DOD equipment and facilities.

The strategic objectives have been analysed and the key duties and responsibilities necessary to ensure their achievement have been allocated to senior leaders and managers of the DOD. These strategic objectives are also reflected in their Performance Agreements as well as their Strategic Business Plans that include the in-year planning. These objectives are pursued through the Defence Secretariat and the SANDF.

STRATEGIC ISSUES

The environmental analysis done in 2005 as well as the Minister of Defence's work session confirmed the following critical strategic issues that the DOD must address to ensure readiness and sustainability:

- **Rightsizing of the DOD.** The need to rightsize the DOD and Defence Force to meet operational readiness and force employment requirements.

- **Defence Capabilities.** The current SANDF Force Design is neither affordable nor sustainable and does not meet the ordered commitments requirements.
- **DOD Infrastructure.** Many DOD facilities are in urgent need of renovation. This is the result of insufficient resources for repair and maintenance over an extended period. Redundant equipment and ammunition must be disposed of to improve operational readiness, morale, occupational health and safety and working conditions.
- **Defence Act (2002)** The General Regulations (including the state of Mobilisation Regulations) for the DOD must be aligned with the Defence Act, 2002.
- **White Paper on Defence and Defence Review.** Certain important aspects of policy in the White Paper on Defence, and the Defence Review, have gone through a review process and full implementation must take place.
- **Health Status.** The health status of SANDF members must be improved to comply with the prescribed health standards, thus increasing the operational capability.
- **Asset Protection in the DOD.** There is a need to protect the financial and physical assets and intellectual property of the DOD. An anti-criminality strategy and an anti-fraud strategy must be implemented throughout the DOD.
- **The DOD Shared Value System.** A shared value system to promote a common DOD culture needs to be developed and accepted throughout the DOD to improve morale, effectiveness and efficiency.
- **Matériel Life Cycle Management Policy.** The acquisition/procurement, maintenance and disposal of DOD matériel and facilities process must be formalised through the promulgation and implementation of a DOD Matériel Life Cycle Policy.
- **Information Systems.** The DOD requires a Defence Enterprise Information System (DEIS) to support business processes and command information, address obsolescence, compliance and propriety and that will improve effectiveness, efficiency and economy.
- **Alignment of Core and Support Processes with PFMA Imperatives.** The DOD's core and support business processes must be developed, aligned and integrated, to give effect to the organisational strategies and compliance with the regulatory framework.
- **Reserves.** The Reserves must be developed to complement the Regulars as part of the renewal strategy to provide the required force levels to meet defence ordered commitments.

- **Education, Training and Development (ETD) Management.** The components of the ETD strategic direction system need to be integrated to improve the system of education, training and development in order to deliver DOD human resources of high quality.
- **Defence Related Industry.** A dependable Defence related industry of South Africa is critical to the sustainability of a modern, affordable and technologically appropriate defence system.

Co-ordinators have been appointed to manage these issues, which are being addressed through specific measures within the relevant programmes.

FUNCTIONS OF THE SECRETARY FOR DEFENCE AND THE CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE (C SANDF)

The functions of the Secretary for Defence are embodied in section 8 of the Defence Act, 2002, (Act No. 42 of 2002), the Public Service Act, 1994 (Act No.103 of 1996), read together with section 36 of the Public Finance Management Act (PFMA) (Act No. 1 of 1999) whereas those of the Chief of the South African National Defence Force are informed by section 14 of the Defence Act, 2002, (Act No. 42 of 2002).

DEFENCE OUTPUTS¹

Overview. The DOD spends a great deal of time preparing for various contingencies (possible missions) as discussed in the next chapter and also conducts operations inside and outside the borders of South Africa. The performance of the DOD against its plan will be measured quarterly as well as annually against performance measures developed by the Services and Divisions. The Inspector General of the DOD conducts regular audits in order to verify the results achieved. The outputs of individual Divisions and Services are described in their respective strategic business plans as reflected in Chapters 4 to 12.

The outputs provided by the DOD to Government are as follows:

- Defence commitments which include
 - operations that are ongoing in nature, and for which plans and financial provision can be made in advance;
 - operations that must be executed during the year and, if unforeseeable, for which no

- provision has been made; and
- joint and multinational exercises required to prepare forces for operations.
- Landward defence capabilities.
- Air defence capabilities.
- Maritime defence capabilities.
- Military health capabilities.
- Defence diplomacy which includes Defence Attachés, the servicing of defence-related Memoranda of Understanding (MOUs) and participation in the defence structures of the United Nations (UN), the African Union (AU) and the Southern African Development Community (SADC).
- The servicing of international agreements which include search-and-rescue operations, hydrographic service, defence-related policy advice, and Ministerial services.
- Cryptographic security services for Government departments.
- The National Codification Bureau.

DEFENCE PROGRAMMES

The outputs of the DOD are executed through nine programmes:

- Defence Administration
- Force Employment
- Landward Defence
- Air Defence
- Maritime Defence
- Military Health Service
- Defence Intelligence
- Joint Support
- Special Defence Account

BUDGET ALLOCATION

The medium term budget allocation is developed within the framework of Defence programmes including objectives and outputs. Allocation is viewed from three perspectives, namely process, resources and investment. The funding changes between FY2006/07 and FY2007/08 reflect strategic decisions impacting on the medium term.

The medium-term allocation reflects general inflation adjustments of 4% to 6% in each perspective. Further adjustments are as follows:

The process perspective indicates that in order to prepare defence capabilities to support Government's initiatives, additional resources are allocated for the

¹**Outputs** are defined by Treasury as "the final goods or services rendered by departments to external customers or clients". The DOD defines the final goods and services produced by Services and Divisions that are supplied to internal customers or clients as "operational outputs".

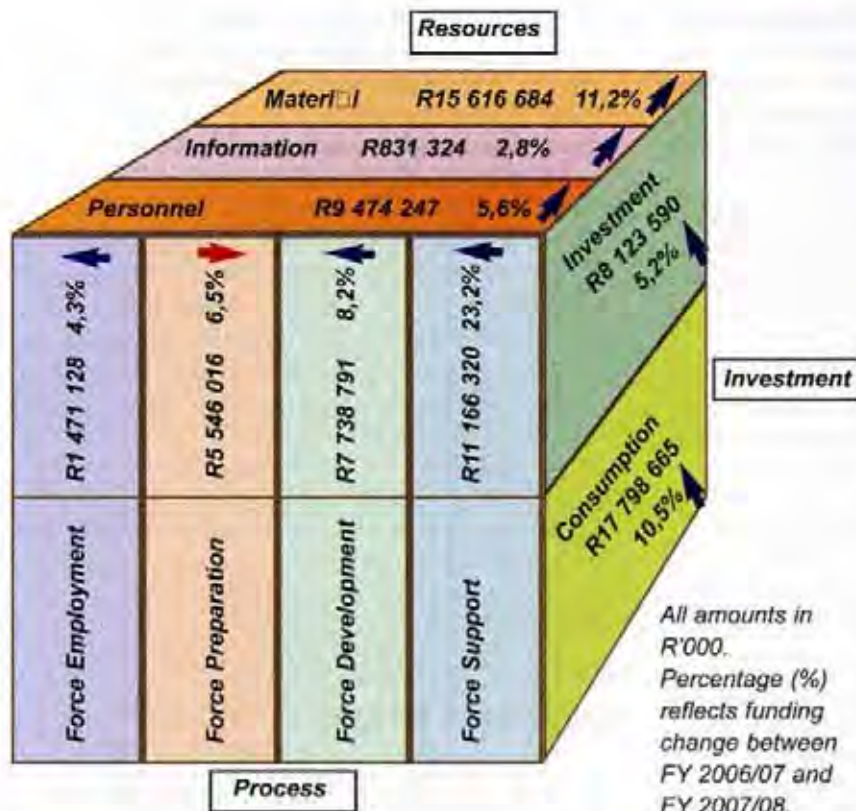


Figure 1.1 Resource/Process/Investment Relationship

modernisation of defence equipment; renewing defence information and communication systems; further rejuvenating the human resource component; and investing in the maintenance and repair of defence infrastructure and facilities. This is also evident in the personnel and information categories in the resource perspective and as consumption in the investment perspective.

The process perspective indicates a fair decline in force development resulting from the downturn in the annual financial commitments the strategic defence procurement projects. These procurements reached their financial payment peak in FY 2005/06. It has now entered a declining trend towards the finalisation in FY 2011/12. This trend is evident in the investment perspective and has an influence in the matériel of the resource perspective.

Major emphasis will be placed on the support of the forces with substantial increases in resource allocations for the collection capability and for the anti-retroviral rollout programme evident in the process perspective, the investment perspective's consumption and the resource perspective's information.

Medium-term allocation adjustments per subprogramme are identified and explained in Chapter 21 of the FY2007/08 Estimate of National Expenditure.

RISK MANAGEMENT PLAN

The DOD Risk Management Strategy, compiled by the CFO on behalf of the Secretary for Defence in his capacity as Accounting Officer of the Department, is aimed at setting and formalising the Department's approach to risk management, taking into account the Materiality Framework and Fraud Prevention Plan that support the strategy. The Strategy of the DOD as it relates to Risk Management is as follows:

- Risk Management forms an integral part of the total management process of the DOD and is the responsibility of each official in the DOD.
- All pertinent risks are identified, prioritised, and action plans are

thereafter developed to mitigate or minimize the materiality of these risks to an acceptable level, in line with the Risk Management Process, as detailed in the Policy on Risk Management.

- Risks are identified as they relate to the Strategic Objectives of the DOD or the control systems that exist for a particular Resource System. All identified risks are categorised in terms of the control system elements, namely Policy, Capacity, Information System and Accountability and action plans developed, are then aimed at addressing these aspects.

All Services and Divisions must compile a Risk Management Plan as part of that Service / Division's Strategic Business Plan, in line with the Accounting Officer's Guidelines.

The DOD manages separately the approach and management of Objective Risks and Resource Risks, and, these processes are aligned to the deliverables and other processes that they support.

AFFORDABILITY AND SUSTAINABILITY

The mandate of the DOD, as indicated, is derived from the Constitution, national legislation, the White Paper on Defence and the Defence Review. All these regulatory framework and policies stipulate what is expected of the DOD and specifically the SANDF. While the Constitution states that the SANDF should, *inter alia*, defend and protect the Republic, its territorial integrity and its people, the White Paper on Defence recognised the fact that "South Africa is expected to play an active role in the regional defence cooperation and peace support operations in Africa." The current deployment in peace support operations has far exceeded the original anticipated level of involvement. Thus the DOD has had

to continuously balance the dual responsibility of preparing to defend the country and its people, while at the same time increasingly getting involved in peace support operations.

The DOD has made every effort to reprioritise its business in order to stay within the budget allocation. However, this has adversely affected the ability of the SANDF to maintain and sustain certain capabilities due to budget constraints. This situation is being addressed through the update of the White Paper on Defence and the Defence Review, which is expected to be presented for approval by Cabinet during FY2007/08. It is hoped that the new force design as outlined in the update of the Defence Review will address the imbalance.

STRATEGIC ALIGNMENT

INTRODUCTION

Among the initiatives introduced by the Government of the Republic of South Africa, particularly after 1999, is an integrated approach to policy formulation, planning and implementation. The National Planning Framework for Government was instituted in August 2005 to give impetus to Cabinet's functioning with regard to policy setting, aligning policy settings with budgeting, monitoring and reporting, and ensuring cooperative governance in all spheres of government.

Strategic alignment with Government intent and within the Department of Defence, is achieved through the strategic hierarchy alignment, as reflected in Figure 2.1.

NATIONAL STRATEGIC DIRECTION 2014

The Defence Strategy is directed by National Strategic Direction 2014, which comprises aspects such as the Regulatory Framework of Government; the "Towards a Ten Year Review 2014" document; Government Scenarios 2014; the Annual State of the Nation Address by the President; the annual Budget

Strategic Hierarchy



Figure 2.1: Strategic Alignment

Speech; the Government *Makgolla*, which are issued on an annual basis in January and July; the Medium Term Strategic Framework (MTSF), which is a mechanism for generating a limited but also a focussed set of medium-term

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strategic priorities that are shared by all spheres of government; the government Programme of Action; and the Medium-Term Expenditure Framework (MTEF), which is directed by the MTSE, national interest and national values.

THE DEFENCE STRATEGY

Defence Strategy

The Defence Strategy provides the strategic direction for the achievement of the Department's core objectives aimed at its vision "to provide effective defence for a democratic South Africa". It consists of the White Paper on Defence 1996, the Defence Review 1998 and the Defence Update 2006, due to be tabled in Parliament during FY2007/08, the latter focusing on the changes to the strategic environment; South Africa's approach to security; the Defence role, functions, objectives and missions; the Defence Organisation; Defence Capabilities; Defence Resourcing and Defence Governance. The Defence Strategy, in turn, directs the Military Strategy of the SANDF.

Defence Posture

The SANDF has a defensive non-threatening posture that best accommodates the international and domestic

legal imperatives guiding defence. This posture allows for the involvement of the SANDF in collective security structures, bi- and multilateral mechanisms and the promotion of regional and continental security through participation in peace missions.

Defence Value Chain

The DOD Value Chain Framework is a process model that helps to analyse those activities through which the Department creates value and contributes to the attainment of the Defence Strategy (Figure 2.2).

The model depicts the high-level processes that underpin the mandate of the Department of Defence. The relevant processes are as follows:

Direct RSA Defence (Governance Process). This process relates to those sub-processes and activities that involve the formulation of defence policy and strategy, defence resource policies and strategies, defence management and administration and the accompanying internal control systems (Enterprise Architecture) to effect resource accounting.

Provide RSA Defence (Core Process). The sub-processes relate to the provision of defence capabilities by the Services and Divisions in accordance with the military strategic objectives and their preparation and maintenance.

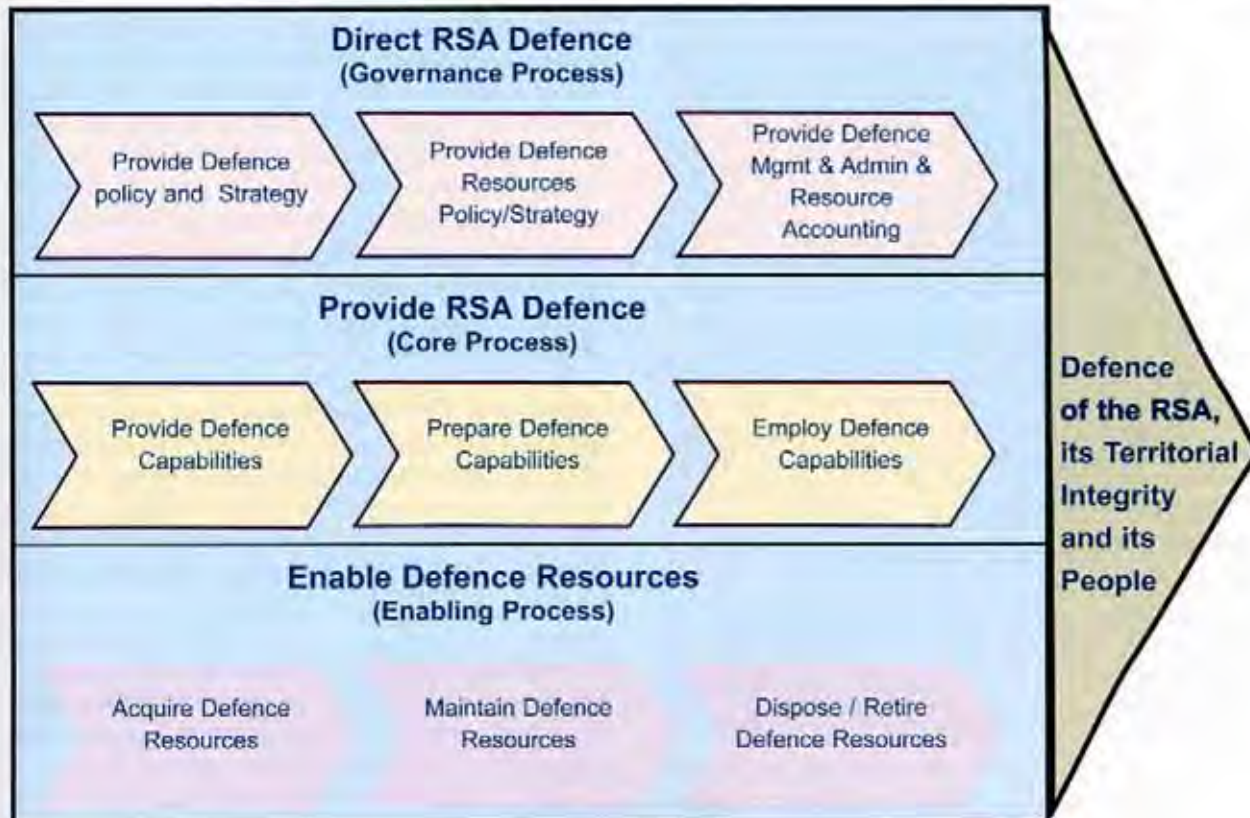


Figure 2.2 DOD Value Chain

nance for mission readiness and operational employment. They also relate to the acquisition of strategic defence equipment through the Chief of Matériel and their introduction into service and life-cycle maintenance.

Enable Defence Resources (Enabling Process). The sub-processes are derived from the resource policies and strategies that support the Core Process. They relate to the acquisition, maintenance and disposal/retirement of human resources, finances, logistic supplies (including facilities and infrastructure), information systems and information technology.

THE MILITARY STRATEGY¹

The Military Strategy of South Africa is informed by the Constitution of the Republic of South Africa 1996, the Defence Act, 2002, the White Paper on Defence of 1996, and the Defence Review of 1998. The Military Strategy describes the three key military strategic objectives of Defence, and the ways and means to achieve these objectives.

Military Strategic Objectives

The Military Strategic Objectives are the goals/aims that are to be achieved by the SANDF. The objectives are directed at the full range of military and other *ordered commitments*². The objectives are as follows:

- **To Enhance and Maintain Comprehensive Defence Capabilities.** The provision of self-defence in accordance with international law against any external threat of aggression, which endangers the stability of South Africa.
- **To Promote Peace, Security and Stability in the Region and the Continent.** The provision of external deployment or support to enhance security in support of decisions by the executive.
- **To Support the People of South Africa.** Supporting the people of South Africa in operations and activities other than war, in situations of disaster, emergencies and humanitarian need, when the responsible State departments do not have adequate capacity to do so.

Military Strategic Concepts

The Military Strategic Concepts describe the ways to be followed in order to meet the Military Strategic Objectives. The SANDF will use a mission-based approach to achieve the military strategic objectives of

the DOD. This approach implies that various possible missions that Government may require the SANDF to conduct are used to direct force preparation, training and exercises.

Military Strategic Capabilities

The strategic capabilities of the SANDF constitute the means of the Military Strategy. These consist of the following:

- CTRIS (command and control, communications, computers, information, intelligence, infrastructure, reconnaissance and surveillance) capability.
- Light mobile capability.
- Conventional warfare capability.
- Support capability.

Missions

Missions are combinations of tasks that should be performed to achieve the Military Strategic Objectives. The missions determine the capabilities that must be prepared, which in turn, guide the allocation of resources. This will ensure focused preparation and performance by the DOD, which meet Government expectations.

Military Strategy Implementation

The contextual environment is characterised by uncertainties and unpredictability. A flexible approach to defence planning necessitates a Military Strategy that takes account of strategic uncertainties. Flexibility is achieved through the utilisation of multi-role preparation, skills-based capability and the Reserves. The Military Strategic Objectives, the Military Strategic Concepts and the Military Strategic Capabilities are not to be seen as separate parts of the Military Strategy, but as an integrated system.

FORCE EMPLOYMENT STRATEGY

Introduction. The SANDF is increasingly called upon to support the foreign policy requirements of Government. These requirements are primarily to support our continent in peace and humanitarian missions, as well as military co-operation. The Force Employment Strategy directs the SANDF on the conduct of operations in these domains.

Regional/Continental Priorities. The SADC region is the focus of the SANDF, with specific countries identified as key partners to enhance peace and prosperity in

¹ Details of the Military Strategy can be found on the DOD Website www.mil.za.

² Ordered commitments is a military term indicating all missions ordered by Government and authorised by Parliament.



the region. The SANDF must contribute to the successful execution of the AU/NEPAD initiatives as its first priority and be guided by the approved objectives and priorities of the International Relations, Peace and Security (IRPS) Cluster, in respect of other priorities. This, however, does not preclude the SANDF from becoming involved in countries outside the region.

Approach to Force Employment. The SANDF Force Employment Strategy is based on the following approaches:

- A **multinational** approach aimed at the establishment; structuring; staffing; equipping; operating; exercising; sustaining and empowering of regional structures to foster security.
- An **interdepartmental** approach with the focus on improving co-operation.
- A **phased** approach that endeavours to change the focus over time from 'Supporting the People' to 'Promoting Peace, Security and Stability in the Region and the Continent'. The aim is to foster an environment of stability and security in the region to reduce the possibility of having to defend against an aggressor.

The above-mentioned approaches will be executed with a joint and/or multi-national mission-trained task force comprising capabilities prepared by the Services and Divisions either supported by or in support of other role players. A critical success factor will be to enhance interoperability between the SANDF and other defence forces in the region to ensure effective multi-national operations.

FORCE PREPARATION STRATEGY

The defence capabilities of the SANDF will only be fully employed in the event of a state of National Defence. Hence, to ensure optimal use of resources, forces are prepared at different levels of readiness according to anticipated missions. The Force Preparation Strategy therefore determines the level of defence and readiness at which to prepare the SANDF, in order to use the defence allocation towards the correct output, and avoid fruitless expenditure. This principle has been recognised in the Defence Review.

The Department's Force Preparation Strategy prepares the Regulars for immediate response to missions and prepares the Reserves to supplement force strengths where a crisis escalates or a State of National Defence is declared. Consequently, the preparation of forces is addressed in three categories.

- Immediate forces for unexpected or sudden crises requiring a quick response.
- The Reserves will provide the second-line to such operations, and will comprise the majori-

ty of the conventional landward capability of the SANDF.

- Heightened force requirements where general reserves will be fully mobilised in the event of a war of national survival.

RESERVES STRATEGY

The Reserves Strategy is an essential supporting strategy to the Military Strategy as it enables the SANDF to provide affordable defence capabilities for the Republic of South Africa. The availability of specialist skills and the expansion capacity inherent in the Reserves ensure sustainability of military operations.

The Reserves contributes to all three Military Strategic Objectives as it is considered to be an integrated part of the total or "one force" which executes the military missions. It also adds value to the Military Strategic Concepts by enhancing specialist skills and providing the expansion capability. It is structured in terms of a ready, first line and second line reserve.

When coupled to the implementation of HR Strategy 2010 it is regarded as the primary tool to achieve affordable and sustainable defence capabilities.

SUPPORT STRATEGIES

The Support Concept

The concept of support is integrated with the concept of operations and bound together by a single departmental plan that implements the Defence Strategy. The essence of the support strategy is to differentiate between unique support required by operational elements and the common support requirements of all Services and Divisions. The uniqueness is characterised by the unique operational environments that dictate that specialised support concepts are to be developed which entail that the "front" of the support system supports uniqueness, while the "rear" utilises a common technology base.

Activities that constitute the DOD core capabilities will not be outsourced. Outsourcing, therefore, will be driven by the existence of a competitive market for the activity to ensure that competition drives the improvement of quality, reduction of costs, and achieves a better supplier focus regarding DOD requirements. Outsourcing for certain non-core activities may be considered and will ensure that the DOD does not crowd out the private sector. In-sourcing of support to or from other departments or parastatals will be utilised where dictated by factors such as economy of scale, expertise and technological capability.

The renewal of the SANDF resources, both matériel and human, is detailed in the following Force Support Strategies:

- Human Resources Strategy 2010.
- Defence Information Management Strategy.
- Joint Logistic Strategy.
- Armament Acquisition Renewal Strategy.

Human Resources Strategy 2010

The aim of the DOD HR Strategy 2010 is to ensure the availability of the right number and quality of human resources in the right place at the right time, which are effectively, efficiently and economically managed and administered.

The strategic goals of the HR Strategy 2010 are as follows:

- To rejuvenate the SANDF's (HR) composition with young, fit and healthy members who meet the requirements for operational utilisation.
- To achieve an affordable HR composition.
- To adequately resource and utilise the Regular Force and the Reserves.
- To replace the current SANDF service system with a new service system that will reduce personnel expenditure and optimise force level flexibility.
- To attain a broad level of representivity at all levels and in all occupational classes.
- To improve HR service delivery.
- To obtain equity in the management and administration of uniformed and civilian personnel.
- To retain the required operational and functional expertise.

Through the implementation of this strategy, 17 714 young South Africans have since 2003 completed or are in process of completing service within the Military Skills Development System (MSDS). Of 8 463 members who already completed MSDS service, 6 361 are now serving in the Regulars. The MSDS has led to 53,9% of privates already complying with the ideal rank-age criteria. The challenge is to expand the annual MSDS intakes from about 4 500 to more than 7 000.

During this financial year a review of the Human Resource Strategy 2010 will be conducted

Defence Information Management Strategy

The focus of the Defence Enterprise Information Systems (DEIS) is "To ensure that the DOD information infrastructure provides appropriate command and management and is fully integrated and aligned with the Cabinet's Executive Information Management System."

To this end, the Information Strategy ensures that the required future Information Resource of the DOD is available to the right people, at the right time, in an efficient, reliable, and secure manner by means of a superior Enterprise Information System (EIS). The EIS must be able to communicate across static and deployable operating arenas and across business and military boundaries with due information security measures, and by using any appropriate communication medium. It must heed financial constraints and demonstrate the highest collective value to the DOD at large; therefore the DOD must embrace rationalisation efforts in which duplication is eradicated and re-usability and sharing of EIS elements are promoted to the maximum extent.

The DEIS Context and Construct to ensure full support of DOD Business are based on the following:

- The ability to ensure appropriate Command and Control.
- The ability to execute Defence Administration appropriately.
- The ability to support Command and Control and Defence Administration effectively by means of a Common Information System.
- The ability to support Command and Control and Defence Administration effectively by means of the Defence Information and Communication Infrastructure.

Key initiatives for the MTEF are as follows:

- The finalisation of the DEIS Master Plan during April 2007.
- The review of all Strategic ICT Business Plans within the DOD to ensure alignment with the DEIS Master Plan during FY2007/08.
- The optimisation of ICT support and management capacity as well as appropriate management arrangements and mechanisms as approved for Project DOMINO by April 2008.



Figure 2.3 Functional context for the DEIS

Joint Logistic Strategy

The aim of the Joint Logistic Strategy is to ensure a single point of responsibility to support the strategic force employment concept. This system must be capable of efficiently and economically supporting multi-national operations.

The intermediate goals or ends of the strategy are as follows:

- **Joint Approach.** A joint logistic system is established and is able to support the DOD. This will be achieved through the establishment of a single DOD level 2 joint logistics staff; the realignment of levels 2, 3 and 4 logistic delegations and organisational structures; a single logistics process incorporating through-life management and an integrated supply chain, including procurement, facilities/ infrastructure management, with a renewed focus on core competencies and capabilities (short-term).
- **Cooperative Approach.** National and regional requirements are reviewed and compatibility of regional logistic systems is achieved through initial standardisation; lean networked logistics; maximum use of centres of excellence; partnering without undermining core strategic capabilities; a single logistic information system; total asset/inventory visibility/tracking and improved logistic capabilities (medium-term).
- **Collaborative Approach.** Regional logistic systems have achieved interchangeability through extended regional standardisation (extended medium-term).
- **Complementary Approach.** Regional logistic systems have achieved commonality and complement multinational capabilities through full regional standardisation (extended medium-term).
- **Interdependent Approach.** Continental logistic systems have achieved complete interoperability (including commonality) and depend on multi-national capabilities through full continental standardisation (long-term).

Armament Acquisition Renewal Strategy

Through the Defence Update process the DOD has recognised the dichotomy of being faced with growing defence obligations within a finite budget allocation. It has also recognised that the emerging obsolescence in the inventory of aging SANDF main equipment may limit the ability of the SANDF to meet its ordered commitments in a cost-effective manner. Hence, the DOD has embarked on a coordinated review of its equipment requirements, taking due cognisance of the positive regional geopolitical situation, the verified remaining life of existing equip-

ment and derived requirements for upgraded or new equipment to meet assigned military roles and tasks. Thus, apart from completing the Strategic Defence Package programmes, all of which have now at least delivered first systems to the RSA, a prioritised programme of equipment renewal is being formulated within present budget constraints. The outcome of these deliberations will be captured in a formal update of the Strategic Capital Acquisition Master Plan (SCAMP).

The DOD has also been actively participating in the inter-departmental forum charged with the responsibility to restructure the local South African Defence-Related Industry Sector (SADRI), with a specific focus on DENEL business units. This process, linked to the revision of capital acquisition priorities and the establishment of a Defence Evaluation and Research Institute (DERI), must lead to a review of required local industry capacity. This pronouncement will include both a delineation of strategic industry as well as a requirement for general industry support and thus to ensure an optimised Rand-based industrial potential to ensure the most cost-effective through-life support of defence equipment. In addition to this, a clear statement on defence technology requirements will define the role of research institutes/facilities, tertiary education institutes and strategic industry components in sustaining an appropriate defence technology base.

The medium-term focus of defence acquisition will thus be on acquiring new equipment and upgrading existing matériel as prioritised by the DOD to support ordered commitments assigned to the SANDF. Owing to limited investments in the more recent past, specific focus on essential landward defence and military health requirements will ensue, while investment in appropriate sensor technologies as well as prioritised command and control systems will also materialise. Parallel to this, specific technology programmes will be pursued to ensure the retention of the required technology base for effective local participation in scheduled acquisition programmes as well as application of such technologies to optimise the remaining life of existing equipment.

ORGANISATIONAL MANAGEMENT

OVERVIEW

The Department of Defence is made up of the Defence Secretariat and the South African National Defence Force (SANDF). These entities have distinct, but mutually complementary responsibilities.

The Secretary for Defence is the Head of the Department, Accounting Officer, Information Officer and principal adviser to the Minister of Defence on defence policy matters. The Chief of the SANDF commands the SANDF under the authority of the President and in accordance with the directions of the Minister of Defence. He is also the principal adviser to the Minister of Defence on military policy issues. Thus, operat-

ing under the direction of the Minister of Defence, the Secretary for Defence and the Chief of the SANDF act within their spheres of responsibility to provide strategic direction to the DOD.

Figure 3.1 indicates the organisational arrangement of the DOD's strategic management bodies (councils and boards), which are designed to ensure vertical and horizontal integration and alignment of policies, strategies and plans. On the vertical plane they ensure that departmental strategic decisions are derived from and aligned with Government intent, and ultimately implemented down to the lowest level in the Department. On the horizontal plane, similar standards are applied among all Services and Divisions in order to ensure synergy in pursuit of the DOD's strategic goals.

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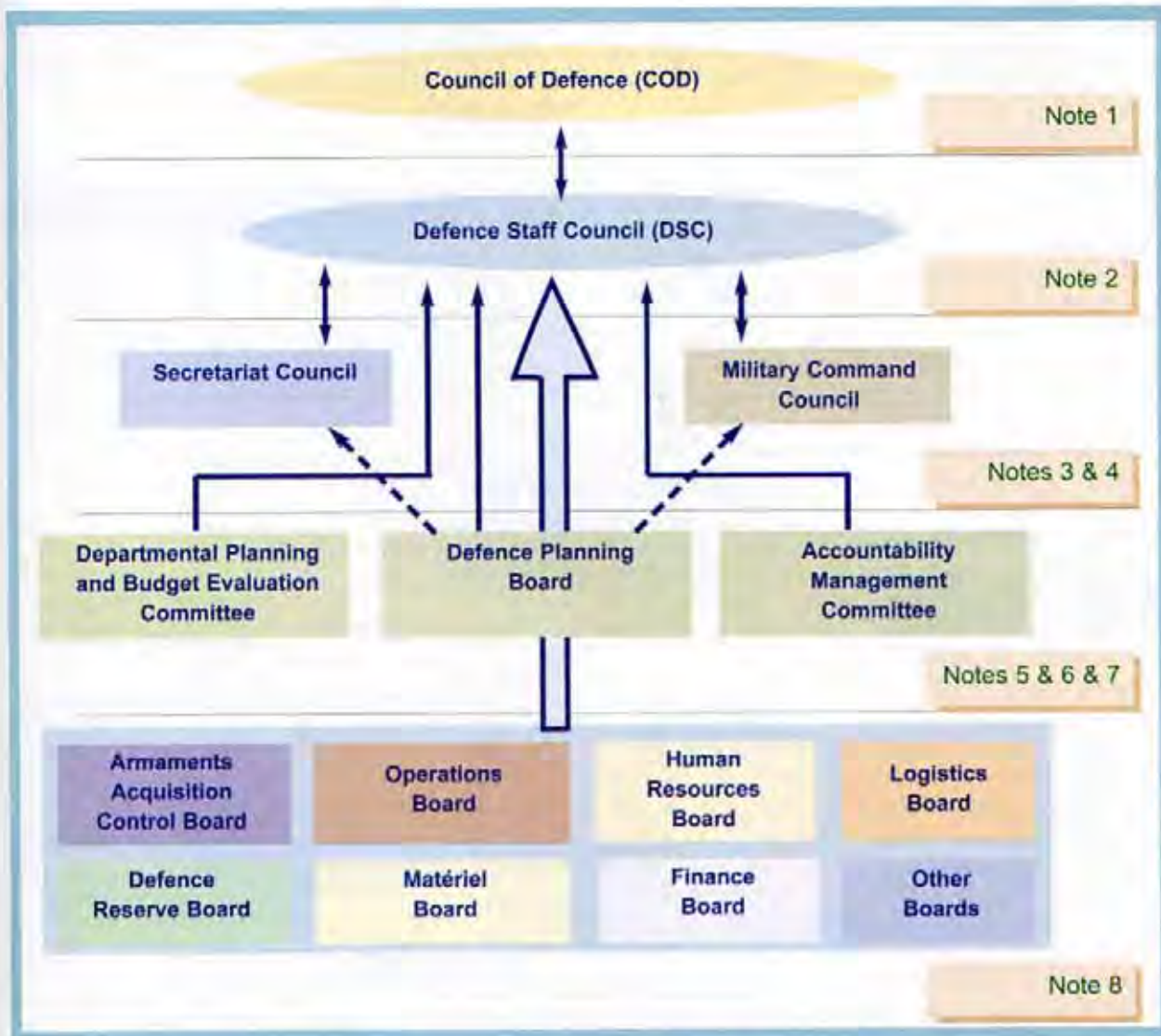


Figure 3.1 The Command and Management Bodies of the DOD

- Note 1.** Highest decision-making body in the DOD. Chaired by the Minister, it comprises the Deputy Minister of Defence, the Secretary for Defence, the Chief of the SANDF and ministerial advisers. At this level decisions are taken wrt defence policy, defence strategy, plan, programme and budget
- Note 2.** The DSC comprises all Chiefs of Services and Divisions and advises the Secretary and CSANDF on any matter within their respective competencies. The DSC is co-chaired by the Secretary for Defence and the Chief of the SANDF.
- Note 3.** The Secretariat Council is the body through which the Secretary for Defence manages the Defence Secretariat.
- Note 4.** The Military Command Council is the body through which C SANDF commands the National Defence Force. Service and Division Chiefs have their own command councils through which they command their respective organisations.
- Note 5.** The Departmental Planning and Budget Evaluation Committee (DPBEC) is the staff body

that coordinates the DOD Strategic Business Plan and evaluates the execution thereof within the context of programmes, budgets and expenditure. The DPBEC advises the Defence Staff Council accordingly.

- Note 6.** The Defence Planning Board is the staff body that formulates advice to the Defence Staff Council, Secretariat Council and the Military Command Council (as appropriate) on strategic issues including the alignment of SANDF capabilities with the Defence Strategy.
- Note 7.** The Accountability Management Committee ensures accountable management of public funds.
- Note 8.** The boards at this level constitute the staff bodies through which the DOD manages its various functions. The relevant functional authority will, as a rule, chair the board where all stakeholders are also represented. For practical reasons it may be necessary to constitute subordinate committees to report to a particular board on specific aspects of its broader function.

Note 9. The Reserve Force Council is not reflected in the diagram, as it is an advisory body to the DOD and not in the Command and Management line.

tion of the approved employer initiated Mobility Exit Mechanism will enable the Department to renew the South African National Defence Force's human resource component.

POST STRUCTURE

The macro-personnel strength of the Department excluding Military Skills Development members as at 15 November 2006, is 67 230. The planned macro-personnel strength, including the Military Skills Development System, is 80 075 (excluding attrition) for the FY2007/08 and 84 375 for the FY2008/09. These planned macro-personnel figures do not include interdepartmental transfers to other departments in terms of the Public Service's Transformation and Restructuring Programme nor annual personnel attrition, which includes contract terminations, resignations, severances etc.

The Department's Human Resource Strategy envisaged a new way for members to serve. The HR Strategy's nine desired end states are at various stages of implementation. The most noted of the end states is the rejuvenation of the South African National Defence Force's human resources. As at 15 November 2006, the Department had trained and placed 13 032 young people in the Military Skills Development System, since its inception. The Department has also since January 2005 grown the second stage of the new way members serve in the Core Service System, to a current strength of 10 914 as at 15 November 2006.

A Military Skills Development System intake of 4 518 is planned for FY 2007/08, which will bring the Military Skills Development System members strength to 13 063 (projected figures based on 15 November 2006 personnel strength). The combination of the Military Skills Development System, selective appointments in the Core Service System and the effective and efficient implementa-

<i>Programme</i>	<i>Group</i>	<i>Actual Strength 15 Nov 06</i>	<i>Reserve Strength 15 Nov 06</i>
Defence Administration	Regulars	1 691	305
	MSDS	70	
	PSAP	1 540	
	Subtotal	3 301	
Employment (Joint Operations)	Regulars	1 271	366
	MSDS	0	
	PSAP	82	
	Subtotal	1 353	
Landward Defence (SA Army)	Regulars	24 715	28 779 ¹
	MSDS	5 437	
	PSAP	4 685	
	Subtotal	34 837	
Air Defence (SA Air Force)	Regulars	7 597	868
	MSDS	918	
	PSAP	1 814	
	Subtotal	10 329	
Maritime Defence (SA Navy)	Regulars	4 023	993
	MSDS	1 088	
	PSAP	1 614	
	Subtotal	6 725	
Military Health Service (SAMHS)	Regulars	5 182	1 110
	MSDS	746	
	PSAP	1 541	
	Subtotal	7 469	
Defence Intelligence	Regulars	555	0
	MSDS	0	
	PSAP	94	
	Subtotal	649	
Joint Support	Regulars	8 169	2 656
	MSDS	286	
	PSAP	2 657	
	Subtotal	11 112	
Department of Defence Totals	Regulars	53 203	35 077
	MSDS	8 545	
	PSAP	14 027	
	Total	75 775	

Table 3.1 Human Resource Actual Strength - 15 November 2006

¹ 15 109 of these members are currently still in the Army Territorial Reserve.

Table 3.1 indicates the number of active members as on 15 November 2006. The dynamic evolution of the force design and force structure will, however, influence the final number of posts. The broad aim remains to reduce the authorised posts and Regular human resources strength to 70 000. In addition, the envisaged measures to rejuvenate the SANDF's human resources with specific reference to an increase in the size of the Military Skills Development System (MSDS) component, the implementation of a mobility/exit mechanism and the migration of Regulars towards the new service system dispensation, will require replanning during the MTEF period. Approval and funding will, however, first have to be

granted for the implementation of the above measures.

FORCE STRUCTURE AND DESIGN

FORCE STRUCTURE

Given the complex nature of the defence function, the DOD's force design and force structure is reviewed on a regular basis in order to ensure that it can execute the Military Strategy. Furthermore, alignment is ensured between the Department's objectives, the budget allocation, ordered commitments and likely missions.

The current macro structure of the Services and Divisions within the DOD is represented in figure 3.2

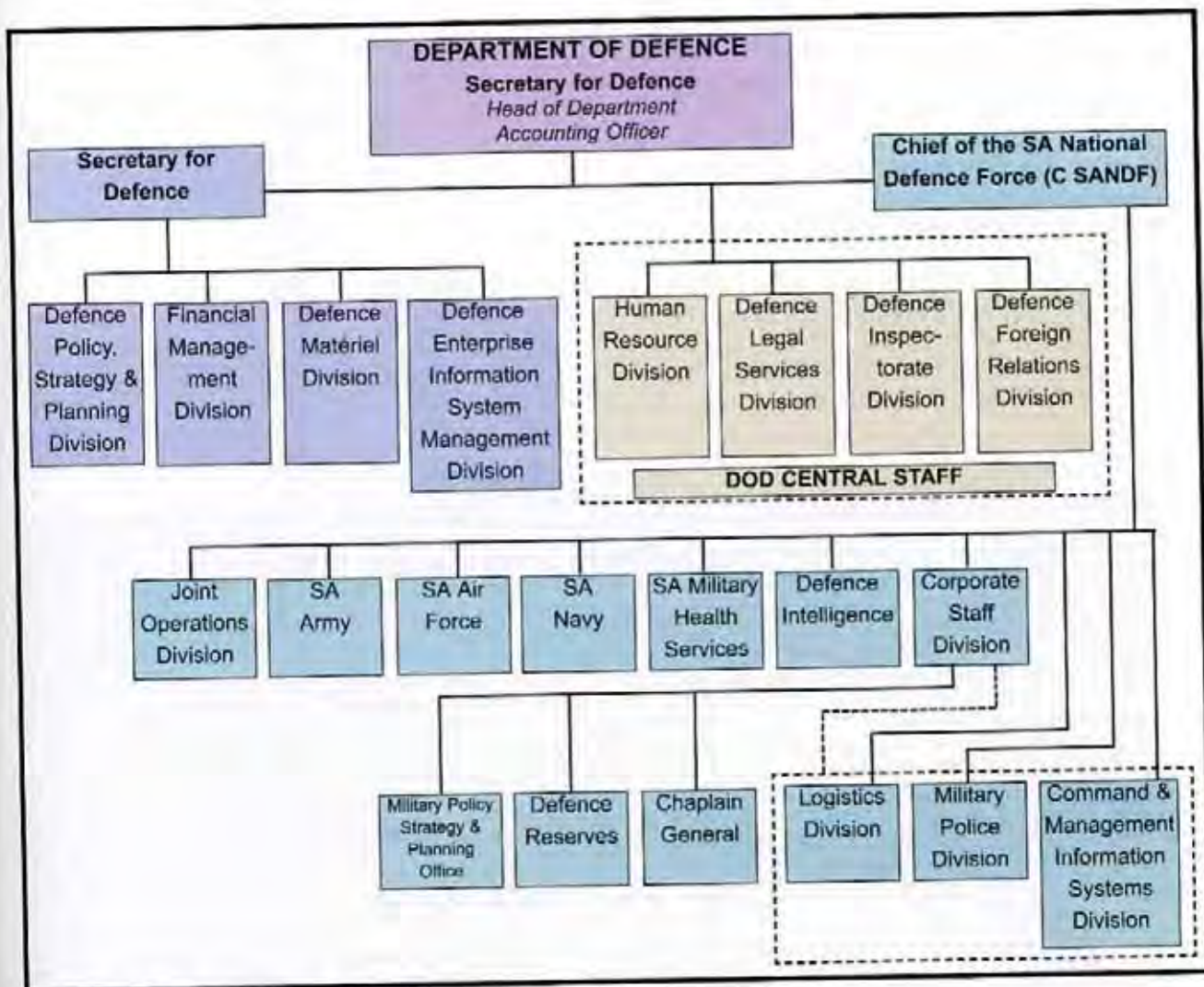


Figure 3.2 Department of Defence

The services and divisions are composed of force structure elements (FSEs) of varying sizes and types. An ongoing process of closing and establishing FSEs is taking place as the DOD adjusts to changes in the environment and strives to do its business as economically as possible. Table 3.2 shows the planned changes in the number of FSEs over the MTEF period.

requirements. Once approved by Parliament, the Defence Update will result in significant changes to the force design. The current force design will therefore remain in force until such changes have been approved.

FORCE DESIGN AND STATUS

The White Paper on Defence, 1996 provided that the force design should revolve chiefly around the SANDF's primary function of defence against military aggression. While the process of force design involves considerable military technical detail, the design is determined largely by decisions regarding three parameters, namely

- the level of defence required;
- the approved defence posture; and
- the defence budget.

Since the White Paper on Defence of 1996 and the Defence Review of 1998 were promulgated, it has become increasingly evident that there has been a misalignment between these documents and the above-mentioned parameters. Consequently, the Minister of Defence, supported by Parliament, instructed that the two documents be reviewed in the form of a Defence Update which would take into consideration the new strategic environment, emerging threat patterns, escalating demand for peace support operations and resource

Programme	Status at end of FY2006/07	Planned Status at the end of the Financial Year (No of FSEs)		
		2007/08	2008/09	2009/10
Defence Administration	15	15	15	15
Force Employment (Joint Operations)	17	17	17	17
Landward Defence (SA Army)	281	144	132	122
Air Defence (SA Air Force)	78	78	78	78
Maritime Defence (SA Navy)	64*	67*	34	39
Military Health Service (SAMHS)	36	36	36	36
Defence Intelligence	2	2	2	2
Joint Support	124	124	110	110
Total	617	483	424	419

* 37 units in process of closing

Table 3.2 Department of Defence Force Structure Planning at the End of the FY2007/08 to FY2009/10

DEFENCE ADMINISTRATION

PURPOSE

The Defence Administration Programme conducts policy development, management and administration of the Department.

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocations and estimates for the Defence Administration Programme per subprogramme are reflected in Table 4.1 below.

Objective/Subprogramme	FY2007/08 (‘000)	FY2008/09 (‘000)	FY2009/10 (‘000)
Ministerial Direction. To provide political direction to the DOD to ensure the democratic defence of South Africa by meeting the required defence commitments and providing appropriate defence capabilities	15 054	15 979	22 111
Departmental Direction. To provide departmental direction to the DOD to ensure the effective, efficient and proper conduct of defence activities in accordance with legislation and policy	16 694	17 373	18 742
SANDF Command and Control. To provide command and control for the SANDF	7 106	7 444	8 078
Policy and Planning². To advise on national security policy matters and coordinate the strategic direction process by developing, formulating, monitoring and adapting defence	74 793	79 015	85 785

Table 4.1 Defence Administration Programme¹ - Allocations for FY2007/08 to FY2009/10

- ¹ The allocations reflect the full Administration Programme, which includes Departmental Support Account funding in the 2nd and 3rd years. It therefore differs from the allocations as reflected in the individual Strategic Business Plans.
- ² In the ENE the Policy and Planning allocation includes funding for the Corporate Staff Office and the Strategy and Planning Office and the Equal Opportunities and Affirmative Action Office are included in the HR Support allocation.

renewing our
pledge:

a national
partnership to
build a better life
for all

DEPARTMENT
OF DEFENCE

<i>Objective/Subprogramme</i>	<i>FY2006/07 ('000)</i>	<i>FY2007/08 ('000)</i>	<i>FY2008/09 ('000)</i>
policy, strategy and plans in accordance with national policy to enable the effective, efficient and proper conduct of defence activities			
Financial Services. To Financial Services. To provide a cost-effective financial management service to the Minister of Defence, Secretary for Defence and the Chief of the South African National Defence Force within the evolving regulatory framework by means of a professional representative civilian financial management corps and an appropriate financial management system	194 067	204 315	223 523
Acquisition Services. To manage the DOD acquisition and procurement processes and policies	43 862	45 586	350 304
Inspection Services. To ensure the validity and veracity of the management information of the DOD	45 204	47 337	51 597
Human Resources Support Services² To provide full human resources support services to the DOD. (managed within Joint Support).	208 319	216 191	235 096
Defence Legal Services. To provide professional, legitimate and deployable defence legal services and support commensurate with the needs of the DOD	87 573	92 296	101 154
Religious Services. To provide a Chaplains' Service that cares for all DOD members and their dependants and promotes spiritual growth, social support and ethical conduct	4 708	4 920	5 340
Corporate Communication. To provide defence communication policy, strategy and plans in accordance with DOD policy and national (Government Communication and Information System - GCIS) policy and to provide a centralised corporate communication capability, services and products in order to enable effective, efficient, interactive two-way communication between the DOD and its publics/stakeholders	22 589	23 499	25 507
Defence Reserve Direction. To direct the development and maintenance of the Reserve Force system, to provide specialist advice on Reserve Force matters and to promote/market the Reserves and the volunteer Reserve system	10 995	11 494	12 521
Defence Foreign Relations. To provide the C SANDF with a foreign relations capability and services	74 197	82 229	90 743
Property Management. To manage the payment of accommodation charges, leases and municipal services as a direct result of the devolution of a portion of the National Department of Public Works' budget to national departments. (Managed within Joint Support by Chief of Logistics.)	1 129 508	1 206 497	1 415 273
Total	1 934 669	2 054 175	2 345 774

Table 4.1 Defence Administration Programme - Allocations for FY2007/08 to FY2009/10 (continued)

OUTPUTS

The main outputs of the Defence Administration Programme for Government are defence policy, providing strategic direction through resource allocation

advice, corporate plans, reports and ministerial services. The Administration Programme also provides specific operational outputs for Divisions and Services in the Department. The overall outputs of this Programme are reflected per subprogramme in Table 4.2 below.

² The outputs of Human Resource Support Services are reflected in Chapter 11.

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Ministerial Direction				
Ministerial direction to the DOD	Government's Programme of Action and Cabinet <i>Makgotla's</i> resolutions translated into the Department of Defence's priorities and planning guidelines	DOD implementation of Minister's guidelines issued in September 2005	DOD implementation of Minister's guidelines issued in September 2006	DOD implementation of Minister's guidelines which will be issued in September 2007
Defence policy advice to Government	Policy updates, inputs and proposals to the Cabinet Makgotla, Portfolio Committee on Defence, and Parliament	Finalisation of White Paper on Defence as well as Defence Review (Defence Update); Reports to the Minister on foreign visits to countries as specified in the DOD schedule on Bilateral Defence Commitments	Planning for the implementation of the Defence Update	Evaluate implementation and take corrective measures
Subprogramme Departmental Direction				
Defence policy advice to the Minister of Defence	Defence Policies aligned with government priorities; Inputs to Budget Speech; Inputs to Cabinet Makgotla;	Ministerial directives to the DOD	Ministerial directives to the DOD	Ministerial directives to the DOD
Departmental direction to the DOD	Directives to the Department and Planning Guidelines to the Department as a whole	Timeous directives to the Department and the delegation of financial authority to the C SANDF Identify and implement appropriate structure(s) for accounting and reporting by C SANDF to SecDef	Timeous directives to the Department and the delegation of financial authority to the C SANDF Evaluate the implementation of structure for accounting and reporting by C SANDF and make improvements	Timeous directives to the Department and the delegation of financial authority to the C SANDF Continuous improvement of the accounting and reporting systems
DOD Information Strategy; DEIS Framework; DICTA	Effective Information Management in the DOD	Review and improve DEIS Strategic Direction for the DOD; Implement appropriate management arrangements and mechanisms to ensure performance and compliance with DOD policy and strategic direction	Maintain and improve the DOD Information Strategy and DEIS Plan for the DOD Continuous maintenance and alignment to DEIS related policy	Monitor and maintain DOD Information Strategy and DEIS Total review of the DEIS policy
ICT /ICS Policies	Managed Information Systems and ICT related policy for the DOD	Improve the alignment of information systems	Maintain the alignment of information systems with Technology policy	Total review of the ICT/ICS regulatory framework policy
Subprogramme SANDF Command and Control				
Military policy advice to the Minister of Defence	Quality of military advice	Full client satisfaction	Full client satisfaction	Full client satisfaction

Table 4.2 Outputs for the Defence Administration Programme for FY2007/08 to FY2009/10

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme SANDF Command and Control (Continued)				
Strategic direction to the SANDF	Operational readiness of the SANDF	Readiness maintained in accordance with the force employment guidelines through the Military Command Council	Readiness maintained in accordance with the force employment guidelines through the Military Command Council	Readiness maintained in accordance with the force employment guidelines through the Military Command Council
	Success of ordered operations	All operations conducted successfully	All operations conducted successfully	All operations conducted successfully
Subprogramme Policy and Planning				
Defence Strategy; Strategic Business Plan; Quarterly and Annual Reports; Defence Policy; Services; HR Strategy, plans and labour policy	Department's Strategic Framework aligned to government planning cycle; planning and reporting reflecting the intentions of the Department and Government	Establish priorities of the DOD and ensure alignment with that of the Government to ensure proper planning and reporting	Establish priorities of the DOD and ensure alignment with that of the Government to ensure proper planning and reporting	Establish priorities of the DOD and ensure alignment with that of the Government to ensure proper planning and reporting
Structure Management	Implementation of performance Management through the application of the Balanced Scorecard (BSC)	80% implementation of the BSC in the DOD	90% implementation of the BSC in the DOD	100% implementation of the BSC in the DOD
	Approved services and divisions structures corresponding to the Strategic Business Plan	Development of the DOSS and the continued maintenance of DOD Business Processes and structures	Improve and maintain Business Process Management and Organisational Work study	Improve and maintain Business Process Management and Organisational Work study
Cluster reports; Multilateral Security Policy; Defence material resource policy; Multi and bilateral engagements; Defence operational commitments	Monthly JCPS Cluster Reports; Participation to AU, SADC and other global forums; Signed memoranda of understanding; Correct procedures of deployment for peace-keeping missions	Participate fully in all Clusters and FOSAD meetings with approved DOD inputs and interventions	100% compliance with DOD reporting in May and November as part of Cluster Reports to Cabinet and the <i>Makgotla</i>	100% compliance with DOD reporting in May and November as part of Cluster Reports to Cabinet and the <i>Makgotla</i>

Table 4.2 Outputs for the Defence Administration Programme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Financial Services				
Cost-effective financial management service to the Minister of Defence, Secretary for Defence and the Chief of the National Defence Force within the evolving regulatory framework	Cost effective service delivery; Compliance with regulatory framework; Sound Defence financial decisions; Unqualified audit reports	A Budget Management Service to the Department according to the current regulatory framework and programme/budget structure	A Budget Management Service to the Department according to the current regulatory framework and programme/budget structure	A Budget Management Service to the Department according to the current regulatory framework and programme/budget structure.
		A Financial Accounting Service to the Department according to the current regulatory framework and programme/budget structure	A Financial Accounting Service to the Department according to the current regulatory framework and programme/budget structure	A Financial Accounting Service to the Department according to the current regulatory framework and programme/budget structure
		A Financial Control and Support Service to the Department according to the current regulatory framework and programme/budget structure	A Financial Control and Support Service to the Department according to the current regulatory framework and programme/budget structure	A Financial Control and Support Service to the Department according to the current regulatory framework and programme/budget structure
Subprogramme Acquisition Services				
Armament requirements according to force design	Shortened turn-around time of armaments and equipment acquisition for services and divisions that will meet users' specifications	Improve supply chain systems	Development of technology management strategy and review Acquisition Policy	Implementation and sustainment plan
To improve efficiency of procurement	Full installation of a modern electronic based bidding/price quotation system at all Procurement Service Centres and GSBs within the DOD	100% system roll-out	100% efficient and effective procurement system	100% efficient and effective procurement system
Improve efficiency of Technical Management of Intellectual Property (IP) Management	Implementation of Intellectual Property database	Full implementation by March 2008	Establishment of Defence Evaluation and Research Institute	Maintenance of effective and efficient service delivery
Subprogramme Inspection Services				
Internal audit (performance and regulatory) and anti-fraud services to minimise corruption	Increased reliability on the information system in the DOD	Maximise the audit landscape coverage within the prescripts of the PFMA in order to add value to the command and management of the DOD	Promotion of effective utilisation of resources in the DOD	Smooth function of DOD

Table 4.2 Outputs for the Defence Administration Programme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Inspection Services (Continued)				
	Increased reporting on fraud and corruption in the DOD	Increase awareness campaign	Implementation of fraud and corruption strategies	Monitor and evaluate the effectiveness of the fraud and corruption strategies
Closing Down Audits	Number of closed units	Close down units, HQs, Commando units and legacies that are no longer serving the purpose	Close down units, HQs, Commando units and legacies that are no longer serving the purpose	Close down units, HQs, Commando units and legacies that are no longer serving the purpose
Subprogramme Transformation Management Directorate				
Conduct programmes, advise and monitor the implementation of human rights and equity legislation within the DOD	Promote a DOD culture aligned to the values and aspirations enshrined in the country's constitution	All level 1 and 2 organisations of the Department	All level 3 organisations of the Department	40% of all level 4 organisations of the Department
Subprogramme Corporate Staff Office				
Corporate staff capability for C SANDF	Direction is provided to the Divisions/Offices within the Corporate Staff Division that ensures C SANDF's expectations are met.	Compliance with C SANDF expectations	Compliance with C SANDF expectations	Compliance with C SANDF expectations
	Quality of strategic advice to the C SANDF.	Relevant and timeous advice.	Relevant and timeous advice.	Relevant and timeous advice.
	Control and coordination as delegated by C SANDF is executed and maintained.	Compliance with C SANDF expectations	Compliance with C SANDF expectations	Compliance with C SANDF expectations
Subprogramme Strategy and Planning Office				
Military strategy and planning capability, advice and services for C SANDF	Achievement of SANDF strategic planning objectives and targets	Plans and reports are completed as prescribed by the planning cycle and instructions in full alignment with Government's timeline	Plans and reports are completed as prescribed by the planning cycle and instructions in full alignment with Government's timeline	Plans and reports are completed as prescribed by the planning cycle and instructions in full alignment with Government's timeline
	Validity and alignment of the Military Strategy with National Security Strategy imperatives and the successful implementation thereof	Reviewed, fully aligned and approved Military Strategy with migration to an implemented Force Design and Structure	Migration to an implemented Force Design and Structure	Valid, fully aligned, approved and implementable cost effective Force Design and Structure

Table 4.2 Outputs for the Defence Administration Programme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Legal Services				
Defence legal service capability and services	The degree to which military justice inputs have been provided as prescribed in the Military Discipline Supplementary Measures Act (MDSMA) and the Defence Act, 2002 (Act 42 of 2002)	95% of the legal services and support to the whole of the DOD i.e. legal advice, completed litigation, valid trials, prosecution decisions, deployed operational legal support, evaluated investigations, law personnel and CMA sittings are delivered on time and as accurately as prescribed	95% of the military legal services output to the whole of the DOD i.e. legal advice, completed litigation, valid trials, prosecution decisions, deployed operational legal support, evaluated investigations, law personnel and CMA sittings are delivered on time and as accurately as prescribed	95% of the military legal services output to the whole of the DOD i.e. legal advice, completed litigation, valid trials, prosecution decisions, deployed operational legal support, evaluated investigations, law personnel and CMA sittings are delivered on time and as accurately as prescribed
	Availability of Legal Satellite Offices	Five Legal Satellite Offices	Five Legal Satellite Offices	Five Legal Satellite Offices
	Number of positive litigation results	75% of facilitated litigation must result in optimum outcome for the DOD	85% of facilitated litigation must result in optimum outcome for the DOD	95% of facilitated litigation must result in optimum outcome for the DOD
Subprogramme Religious Services				
Religious policy advice and chaplain capability and service for the SANDF	Availability and relevance of religious policies and guidelines	Policy on Chaplain Service in the DOD updated	DOD Religious Policy updated	Monitor compliance with policies
	Relationship with Religious Bodies and Advisory Boards (RAB)	Good covenantal relationship through regular yearly meetings with RAB and visits to 30% of all Faith Groups and Denominations	Good covenantal relationship through regular yearly meetings with RAB and visits to 30% of all Faith Groups and Denominations	Good covenantal relationship through regular yearly meetings with RAB and visits to 30% of all Faith Groups and Denominations

Table 4.2 Outputs for the Defence Administration Programme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Corporate Communication				
Strategic direction in respect of corporate communication to the DOD by providing defence communication advice, policy, strategy and plans in accordance with DOD policy and national (GCIS) communication policy	Level of credibility of communication advice	Credible communication advice to the MOD and DOD	Credible communication advice to the MOD and DOD	Credible communication advice to the MOD and DOD
	Level of coordination of communication efforts	Coordinated DOD corporate communication efforts	Coordinated DOD corporate communication efforts	Coordinated DOD corporate communication efforts
	Relevance of corporate communication policy	Development of a draft Corporate Communication Policy	Promulgated Corporate Communication Policy	Updated Corporate Communication Policy
Corporate communication capability, products and services	Quality and timeliness of publication of DOD magazine	A monthly DOD magazine to internal and external stakeholders of high quality	A monthly DOD magazine to internal and external stakeholders of high quality	A monthly DOD magazine to internal and external stakeholders of high quality
	Credibility, relevancy and quality of DOD Internet website	Fully functional DOD Internet website	Fully functional DOD Internet website	Fully functional DOD Internet website
	Level of service and credibility of information provided to media	Full 24-hour media information service with high degree of credibility	Full 24-hour media information service with high degree of credibility	Full 24-hour media information service with high degree of credibility
	Quality of corporate communication products, in alignment with Government branding guidelines	Corporate communication products (promotional material, shows and exhibitions, etc) as required	Corporate communication products (promotional material, shows and exhibitions, etc) as required	Corporate communication products (promotional material, shows and exhibitions, etc) as required
Subprogramme Defence Reserve Direction				
Strategic direction to the development and maintenance of the Reserve system by providing specialist advice, policy, strategy, plans and doctrine; promotional/marketing products and services	Implementation of Reserve Strategy	Advice on Reserve Strategy (50% based on weighted scale) implementation	Advice on Reserve Strategy (70% based on weighted scale) implementation	Advice on Reserve Strategy (95% based on weighted scale) implementation
	Improvement of Reserve policies	Improved HR, training and preparation related Reserve Policies	Improved HR, training and preparation related Reserve Policies	Improved HR, training and preparation related Reserve Policies
		Roll-out of policies re URTU training for all Services and Divisions	Finalised revised training and preparation policies	

Table 4.2 Outputs for the Defence Administration Programme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Defence Reserve Direction (Continued)				
	Relevance and robustness of Reserve legislation and regulations	Implementation by Services and Divisions of new enrolment form, service contracts and General Regulations	Review of effectiveness of new legislation, General Regulations and contracts	Monitor effectiveness of new legislation, General Regulations and contracts
	Extent and level of information being provided to internal and external stakeholders and support by employers	Effective information and marketing of the Reserves Commitment by 20 major companies (employers) to support Reserve Service Opening of regional Councils for the Support of National Defence (CSND) per regional office Reserves website maintained	Effective information and marketing of the Reserves Commitment by 40 major companies (employers) to support Reserve Service Reserves website maintained	Effective information and marketing of the Reserves Commitment by 50 major companies (employers) to support Reserve Service Reserves website maintained
Subprogramme Defence Foreign Relations				
Defence foreign relations capability and services as directed by C SANDF	Achievement of representation (Defence Attachés) Management of consular services Management of the Military Attaché and Advisor Corps (MAAC) annual programme and activities Quality of Foreign Relations advice to stakeholders (MOD, DOD and SANDF)	To manage 32 Defence Attaché offices abroad 95% of all consular services are delivered on time and accurately 95% of the activities in the MAAC programme are executed to the satisfaction of MAAC members All Foreign Relations advice timeous and useful for DOD decision-makers	To manage 34 Defence Attaché offices abroad 95% of all consular services are delivered on time and accurately 95% of the activities in the MAAC programme are executed to the satisfaction of MAAC members All Foreign Relations advice timeous and useful for DOD decision-makers	To manage 34 Defence Attaché offices abroad 95% of all consular services are delivered on time and accurately 95% of the activities in the MAAC programme are executed to the satisfaction of MAAC members All Foreign Relations advice timeous and useful for DOD decision-makers
Subprogramme Human Resource Support Centre				
Details included in Joint Support Programme - Chapter 11				
Subprogramme Property Management				
Payment of accommodation charges, leases and municipal services	The degree to which accounts are paid on time	All accounts paid in full on time and in accordance with SLAs with PWD	All accounts paid in full on time	All accounts paid in full on time

Table 4.2 Outputs for the Defence Administration Programme for FY2007/08 to FY2009/10 (continued)

RISKS AND MITIGATING ACTIONS

This Programme is responsible for the general management and administration of the defence function. While it has a limited human resource component, it relies heavily on the availability of funds to execute its high-profile functions. The main risk continues to be the provision of updated defence-related IT-based internal administrative systems for finance, human resources and procurement. National Treasury is currently designing a national Information Financial Management System (IFMS) which will be implemented in 2010.

SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

No outputs or services are planned to be scaled down, suspended or abolished in FY2007/08. However, the recent approval of the new structure aimed at improving service delivery will result in changes that may have an effect on services to be scaled down, suspended or abolished during the year.

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The performance and service delivery of the subprogrammes of the Defence Administration Programme will be improved as indicated in Table 4.3 below.

<i>Activities</i>	<i>Planned Management Intervention</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Affordable Structure	Organisational Development and Restructuring of the DOD through Project LOQUACIOUS	Effective, efficient and affordable structure through the utilisation of shared staffs	To be refined and implemented in FY2007/08
Updating the White Paper on Defence and the Defence Review	Finalise the update of the White Paper on Defence and the Defence Review	Better alignment between Government expectations and resource allocation which will lead to realistic strategic planning within the DOD	Defence Update 2006 in final stage of approval
Streamlining of multilateral and bilateral agreements and activities in support of Department of Foreign Affairs	Reprioritisations in line with International Relations Peace and Security (IRPS) cluster guidelines Capacity-building and competency enhancement of relevant role-players	Maximum benefit for the country through proper servicing of bilateral and multilateral agreements Savings will be effected	Still in process
Implement PFMA / TRs / practice notes through enforceable DODDs / DODIs / JDPs	To provide for the interim and final implementation of the PFMA / TRs / practice notes	Unqualified financial statements	Use existing capabilities and budget
Improve the process for authorisation of projects in Acquisition	Control of achievement of time and costs goals on all projects	Maximised operational capabilities with extended technological life available to Defence	100% roll-out by 31 Dec 07
Full installation of a modern electronic based bidding/price quotation system at all Procurement Service Centres and GSBs within the DOD	Improve structure	Improved service delivery to clients	End Dec 07
	Roll-out of E-Procure within the DOD	Reduction in transactions	By the end of Mar 08
	Already commenced in 2004 but must be fully implemented by 31 Dec 07	Transparent and shared system	To be fully implemented by 31 Dec 07

Table 4.3 Performance and Service Delivery Improvement by the Defence Administration Programme

<i>Activities</i>	<i>Planned Management Intervention</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Audit management, audit report analysis, and resourcing activities	International Standards Organization Certified Quality Management System being implemented	Improved quality of audit related command information to the corporate leadership Enhanced credibility of audit reporting	Ongoing
Closing down of units	Phased closing down of units	Make resources available to other programmes	Ongoing
Monitor and enhance Affirmative Action and employment equity in the DOD	Facilitate the review and alignment of all DOD policies and practices in accordance with national legislation and policies	Workforce that reflects the demographics of South Africa in respect of race, gender and disability Reliable framework for employment equity	Ongoing
DOD human resource planning	Enhance PERSOL through Project LEGADIMA	Improved human resource planning	Ongoing
Provision of a Budget Management Service to obtain and execute an appropriate medium-term Defence budget	The provision of a corporate budget preparation service	Compliance with New Economic Reporting format Compliance with GRAP and Accounting Standards as prescribed by National Treasury	Ongoing
	The provision of a corporate budget execution service	Improved budget control sub-system on FMS	Ongoing
Provision of an Accounting Service to execute, account for and report on financial transactions	The provision of corporate financial assets and annual reporting services	Improved debtor management outputs with regard to medical debtors	Ongoing
	The provision of stores, services, related payment, and revenue management service	Effective, efficient and economical management of State monies	Ongoing
Reserves representation at all key decision-making forums in all Services and Divisions	To agitate for the finalisation and staffing of the Res f structure in the J Ops Div.	Optimal Reserve Force employment and representation within J Ops Division	Ongoing
Access to DOD information	Improve the DOD website	Improved access to DOD Information on the Internet	Ongoing
Design and development of an electronic planning tool	Implementation of GEJIMA; an electronic tool to capture planning and reporting	Align planning and reporting and provide easier access to management information for decision making	Ongoing

Table 4.3 Performance and Service Delivery Improvement by the Defence Administration Programme (continued)



For South Africa to enjoy the fruits of democracy the Region and the Continent must therefore be stable, thus contributing to a peaceful, stable and prosperous democratic South Africa. This will in turn ensure that the territorial integrity of the country and its people are safeguarded.



FORCE EMPLOYMENT

PURPOSE

The Joint Operations Division employs Defence Capabilities, including the provision of an operational capability, to conduct all operations and joint and multinational military exercises successfully.

The medium-term focus of force employment will be on UN and AU missions in support of peace, stability and security in the region and on the Continent. It is foreseen that such engagement will take place over an extended period with just on 3 000 members being deployed at any point in time. The current commitments, Operations MISTRAL, ESPRESSO, CORDITE and TEUTONIC will contin-

ue. A new dimension with regard to post conflict reconstruction will develop during the short-term and will, in some cases extend well into the long-term.

The SANDF is committed to supporting the initiatives of the AU and SADC as ordered. In this regard the SANDF will support the AU and SADC safety and security structures including the establishment of the SADC Brigade structure. Hence, medium-term force preparation is guided by these requirements.

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocation to and estimates for the Force Employment Programme are shown in Table 5.1 below.

Subprogrammes	FY2007/08 ('000)	FY2008/09 ('000)	FY2009/10 ('000)
Strategic Direction	51 650	59 929	59 346
Operational Direction	122 975	119 241	134 798
Special Operations	198 526	231 170	256 146
Regional Security	858 275	890 998	934 972
Support to the People	225 429	181 946	1 175 152
Defence Capability Management	14 273	9 511	9 750
Total	1 471 126	1546 515	1 725 310

Table 5.1 Force Employment Programme - Allocations for FY2007/08 to FY2009/10

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OUTPUTS

The overall outputs of this programme are reflected per subprogramme in Table 5.2 below. The Force Employment Requirements and Combat Readiness

Schedule are not attached to this plan as it contains classified information.

Measurable Objective: Contribute to national and regional security by initiating, planning, commanding and co-ordinating all operations and joint and multinational military exercises as directed and meeting government's requirements.

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Strategic Direction				
Internal Support Capability	Compliance with operational readiness of the Divisional Headquarters	100%	100%	100%
Planning Capability	Compliance with Force Employment requirements	100%	100%	100%
Operations Development Capability	Compliance with whatever joint and multinational doctrine is developed to optimise operational requirements as determined by C SANDF	100%	100%	100%
	Compliance with the nature of whichever battle space development is researched and analysed	100%	100%	100%
Subprogramme Operational Direction				
Command and Control Capability	Compliance with DOD policies, strategies and plans that are implemented in respect of Operational matters.	100%	100%	100%
Internal Support Capability	Compliance with operational readiness of the Operational Headquarters	100%	100%	100%
Subprogramme Special Operations				
Special Operations Operational Direction	Compliance with C SANDF requirements	100%	100%	100%
Training Capability	Compliance with C SANDF requirements	100%	100%	100%
Subprogramme Regional Security				
Support to UN Mission in the Democratic Republic of the Congo (DRC) Op MISTRAL	The number of members deployed to comply with the MOU and letter of assist in providing Force Structure Elements/Individuals as stipulated	1 244	1 351	1 351
Closing down of the UN Mission in Burundi Op FIBRE	The percentage in regard of backloading, repair and replacement of all equipment	100%	Operation terminated	Operation terminated

Table 5.2 Force Employment Programme - Output Details per Subprogramme for the Medium Term

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Regional Security (continued)				
Support to the AU Mission in Burundi Op CURRICULUM	The number of members deployed to comply with the MOU and letter of assist in providing Force Structure Elements/Individuals as stipulated	1200	Operation terminated	Operation terminated
Support to the UN Mission in Ethiopia and Eritrea Op ESPRESSO	The number of members deployed to comply with the MOU and letter of assist in providing Force Structure Elements/Individuals as stipulated	6	6	6
Support to the UN Mission in Sudan Op CORDITE	The number of members deployed to comply with the MOU and letter of assist in providing Force Structure Elements/Individuals as stipulated	732	732	732
Support to the Integration of the DRC Armed Force in the Democratic Republic of the Congo Op TEUTONIC	The number of members deployed to comply with bilateral and donor nations requirements.	30	Operation terminated	Operation terminated
Subprogramme Support to the People				
Borderline Control Op INTEXO	Compliance according to standing agreement for Border Line Control operations.	100%	100%	Operations terminated
	Number of Landward Borderline Bases	3	2	-
	Number of Landward Borderline Companies	9	4	-
Rural Safeguarding in support of the SA Police Service Op STIPPER	Compliance with support to the SAPS with the Rural Safeguarding operations and selective crime combating operations	100%	100%	100%
	Number of Commando Units phased out	41	11	Phasing out completed
Support to Government Departments Op HUMAN	Compliance with <i>ad hoc</i> approved Government Departments requests	100%	100%	100%
Multi-role standby capability	Funding of new ordered Operations	100%	100%	100%

Table 5.2 Force Employment Programme - Output Details per Subprogramme for the Medium Term (continued)

Output	Performance Measure	Targets		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Defence Capability Management				
Joint and Multi-national exercises	Compliance with force Employment requirements for Joint exercises	100%	100%	100%
	The number of Joint exercises	1	0	1
	Compliance with force Employment requirements for Multinational exercises	100%	100%	100%
	The number of Multinational exercises	6	9	7
Defence Capability requirement	Percentage compliance with which required Defence Capabilities are identified and developed	100%	100%	100%
Command and Control capability	Percentage compliance with which Command and Control is developed (Programme ERABUS)	100%	100%	100%

Table 5.2 Force Employment Programme - Output Details per Subprogramme for the Medium Term (continued)

Fin Year	Allocations (R'000)	Output Targets
Madimbo Training Area		
07/08	1 000	Hiring of Training Area
08/09	1 000	Hiring of Training Area
09/10	1 000	Hiring of Training Area
Recruiting, Equipment and Dynamic Testing		
07/08	6 365	Specialist training and testing of ammunition
08/09	6 365	Specialist training and testing of ammunition
09/10	6 365	Specialist training and testing of ammunition
Barracuda Boat System		
07/08	4 000	Replacement of Barracuda Boat System
08/09	4 000	Upgrading of Barracuda Boat System
09/10	4 000	Replacement of Barracuda Boat System

Table 5.3 Force Employment Programme - Outputs of Specific Policy Options where Additional Funds were Allocated

Type of Exercise	FY 2006/07	FY 2006/07	FY 2006/07
JOINT EXERCISES			
Ex MATHOLE. SANDF joint PSO exercise to test and evaluate the SANDF Doctrine on PSO.	*	-	-
Ex INDLOVU. To exercise conventional capabilities of the SANDF	Planning	Planning	*
MULTINATIONAL EXERCISES			
Ex OXIDE. To conduct a combined search and rescue exercise between the DOD, NDOT and FAZSOI. (Lead Department: Dept of Transport)	*	Planning	*
Ex BOURBON (In La Reunion). To conduct a combined search and rescue exercise between the DOD, NDOT and FAZSOI. (Lead Department: Dept of Transport)	Planning	*	Planning
Ex AIRBORNE AFRICA 08. Airborne Forces Competition.	Planning	*	Planning
Ex TRANS OCEANIC. RSA and American Navies CPX (NCAGS exercise)	*	*	*
Ex BELL BUOY. Naval exercise to coordinate and advice shipping between RSA and other Navies in the Pacific Indian Ocean Rim.	* Canada	* Aus	*
Ex GOOD HOPE III. Naval and Air exercise between the SAN/SAAF and the German Navy/Luftwaffe	Planning (To be finalised and confirmed)	*	-
Ex ATLASUR. Maritime exercise between the SAN Argentina, Brazil and Uruguay	Planning	* South Africa	Planning
Ex UNITAS. Maritime exercise between the USA and South American Countries	SAN Observers	Planning	Vessel participation TBC
Ex BOPHELO. SADCBRIG CPX	-	-	Planning
French RECAMP series exercise 08. To be held in Namibia or Tanzania (Operational/tactical level CPX)	Planning	*	-
SADC Air Force Exercise. Multinational exercise (Humanitarian relief) based on a flood disaster scenario in one of the SADC Member States.	-	Planning	*
Ex FAIRWAY BUOY CPX in coordination and guidance of shipping in the SADC Region.	* RSA	*	*
Ex MEDFLAG. USA/RSA Exercise in C2, disaster relief operations, flying operations and sustainment	-	-	Planning
Inter Op East & West. Naval exercise with African countries on the East and West Coast of Africa	*	*	*
EXERCISES IN SUPPORT TO THE PEOPLE			
Ex AFFIX. Exercising emergency procedure in the event of an air crash. (Lead department: Dept of Transport)	-	*	-
Ex EMEX. Exercising emergency procedures in the event of a nuclear disaster at Koeberg nuclear power station (Lead Department: Nuclear Regulatory Authority)	-	*	-

Notes. * Exercise will take place. Dates (and country, if relevant) not yet known.

- No exercise planned.

"Planning" indicates planning for exercise in following year has been initiated.

Table 5.4 Force Employment Programme - Exercises

RISKS AND MITIGATING ACTIONS

The current financial allocation will be sufficient to conduct the existing peace support operations and internal operations. Provision was made for the changed circumstances in Burundi to support the post-electoral process. The political situation will influence performance in terms of the plan. Current funds are prioritised to address known SANDF ordered commitments and additional ordered commitments will have to be prioritised against existing deployments and requirements.

Peace Support Operations are conducted in a volatile environment that presents many challenges to planning. The operational plans are influenced by the changed requirements of the United Nations and the African Union. These unforeseen matters impact on the budget resulting in over or under expenditure of the allocated budget.

The above risks will be managed continuously and, if and when necessary, reprioritisation will have to take place to compensate for contingencies.

SERVICES TO BE SCALED DOWN OR SUSPENDED DURING FY2007/08

The gradual withdrawal from routine internal deployments will continue with the handing over of borderline control to the SA Police Service as planned. The new operation in Burundi (Op CURRICULUM) is schedule until the end of July 2007. The closure of Op FIBRE will be finalised early in the new financial year and will only be completed once the returning equipment has been repaired and/or replaced.

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

<i>Activities</i>	<i>Planned Management Intervention</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Closing down of 14 dormant units	Quarterly progress reports	Reduction in unnecessary running costs	Final audit of AG is awaited
Self auditing and self evaluation system with rectification actions	Generic system developed and distribution with follow-up evaluations.	Enhanced efficiency, accountability and productivity	25% (System developed and distributed all role player busy with self audit)
Revisiting of structure as part of DODW process.	Participation in projects with DIMS assistance	Streamlined structures for better integration with levels 2 and 4.	Delayed due to higher order DODW process
DEFKOM agreements resulting in unscheduled multinational exercises and exercises not supporting own JFE goals	DEFKOM management	Increased efficiency wrt budgetary procedures Increased efficiency wrt alignment with JFE goals	To be implemented

Table 5.5 Force Employment Programme - Performance and Service Delivery Improvement

LANDWARD DEFENCE

PURPOSE

The Landward Defence Programme provides prepared and supported landward defence capabilities for the defence and protection of South Africa.

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocations and estimates for the Landward Defence Programme per subprogramme are reflected in Table 6.1 below.

<i>SA Army Objectives</i>	<i>FY2007/08 (‘000)</i>	<i>FY2008/09 (‘000)</i>	<i>FY2009/10 (‘000)</i>
Strategic Direction	172 539	199 761	194 931
Infantry Capability	1 568 745	1 653 232	1 764 696
Armour Capability	146 132	169 306	194 907
Artillery Capability	140 786	168 249	192 118
Air Defence Artillery Capability	104 717	118 623	133 655
Engineering Capability	231 614	270 343	307 049
Operational Intelligence	83 095	90 889	103 865
Command and Control Capability	65 282	69 542	76 685
Support Capability	1 415 428	1 534 493	1 625 285
General Training Capability	287 115	233 422	258 354
Total	4 215 453	4 507 860	4 851 545

Table 6.1 Landward Defence Programme - Allocation for FY2007/08 to FY2009/10

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OUTPUTS

The overall outputs of this programme are reflected per subprogramme in Table 6.2 below.

Measurable Objective: Defend and protect South Africa by maintaining and providing prepared and supported landward combat forces, services and facilities that meet the requirements of Government.				
Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Strategic Direction				
Strategic Direction to the Landward Defence Programme	Landward Defence policies, strategies and plans are implemented in respect of landward matters	Full implementation	Full implementation	Full implementation
Allocation and management of Landward Defence resources	Allocated budget has been expended as planned	100%	100%	100%
Subprogramme Infantry Capability				
Training Capability at School of Infantry	Number of learners on infantry courses	12 134 learners on 234 courses	12 134 learners on 234 courses	12 134 learners on 234 courses
Mechanised Capability	Number of units prepared according to Force Requirements	1 x battalion at R1 1 x battalion at R3 4 x battalions (Reserves - Core Growth ¹)	1 x battalion at R1 1 x battalion at R3 4 x battalions (Reserves - Core Growth)	1 x battalion at R1 1 x battalion at R3 4 x battalions (Reserves - Core Growth)
Airborne Capability	Number of units prepared according to Force Requirements	1 x para battalion (-) at R1 1 x para battalion (-) (Reserves) at R2	1 x para battalion (-) at R1 1 x para battalion (-) (Reserves) at R2	1 x para battalion (-) at R1 1 x para battalion (-) (Reserves) at R2
Motorised Capability	Number of units prepared according to Force Requirements	8 x battalions at R1 14 x battalions (Reserves - Core Growth)	8 x battalions at R1 14 x battalions (Reserves - Core Growth)	8 x battalions at R1 14 x battalions (Reserves - Core Growth)
Light Capability	Number of units prepared according to Force Requirements	3 x battalions at R1 3 x battalions (Reserves - Core Growth)	3 x battalions at R1 3 x battalions (Reserves - Core Growth)	3 x battalions at R1 3 x battalions (Reserves - Core Growth)
Subprogramme Strategic Direction				
Training Capability at School of Armour	Number of learners on armour courses	2 869 learners on 90 courses	2 929 learners on 92 courses	2 929 learners on 92 courses
Tank Capability (incl Tank Transporters)	Number of units prepared according to Force Requirements	1 x regiment (-) at R1 1 x regiment (Reserves - Core Growth)	1 x regiment (-) at R1 1 x regiment (Reserves - Core Growth)	1 x regiment (-) at R1 1 x regiment (Reserves - Core Growth)

Table 6.2 Landward Defence Programme - Outputs details per subprogramme for FY2007/08 to FY2009/10

¹ Core Growth indicates structures consisting of Leader and Non-Leader Groups trained and equipped to levels related to warning periods.



Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Armour Capability (continued)				
Armoured Car Capability (incl ATK MSL)	Number of units prepared according to Force Requirements	1 x regiment (-) at R1 2 x regiments (Reserves - Core Growth)	1 x regiment (-) at R1 2 x regiments (Reserves - Core Growth)	1 x regiment (-) at R1 2 x regiments (Reserves - Core Growth)
Armoured Reconnaissance Capability	Number of units prepared according to Force Requirements	1 x regiment (Reserves - Core Growth)	1 x regiment (Reserves - Core Growth)	1 x regiment (Reserves - Core Growth)
Subprogramme Artillery Capability				
Training Capability at School of Artillery	Number of learners on artillery courses	2 404 learners on 95 courses	2 415 learners on 95 courses	2 415 learners on 95 courses
Regular Core Growth Capability (Composite Artillery Capability)	Number of units prepared according to Force Requirements	1 x artillery regiment at R1	1 x artillery regiment at R1	1 x artillery regiment at R1
Reserves Core Growth Capability (Composite Artillery Regt)	Number of units prepared according to Force Requirements	2 x selfpropelled GV6 gun regiments at R3 2 x towed gun regiments at R3 1 x multiple rocket launcher regiment at R3	2 x selfpropelled GV6 gun regiments at R3 2 x towed gun regiments at R3 1 x multiple rocket launcher regiment at R3	2 x selfpropelled GV6 gun regiments at R3 2 x towed gun regiments at R3 1 x multiple rocket launcher regiment at R3
Subprogramme Air Defence Artillery Capability				
Training Capability at School of Air Defence Artillery	Number of learners on air defence artillery courses	620 learners on 32 courses	620 learners on 32 courses	620 learners on 32 courses
Regular Core Growth Capability (Composite Air Defence Artillery)	Number of units prepared according to Force Requirements	1 x air defence artillery regiment (-) at R1	1 x air defence artillery regiment (-) at R1	1 x air defence artillery regiment (-) at R1
Regular Core Growth Capability (Mechanised Air Defence Artillery)	Number of units prepared according to Force Requirements	Leader group for battery, from 3 x Reserve regiments as sources of manpower	Leader group for battery, from 3 x Reserve regiments as sources of manpower	Leader group for battery, from 3 x Reserve regiments as sources of manpower
Reserves Core Growth Capability (Mobile Air Defence Artillery)	Number of units prepared according to Force Requirements	1 x air defence artillery regiment at R3 (Reserves)	1 x air defence artillery regiment at R3 (Reserves)	1 x air defence artillery regiment at R3 (Reserves)

Table 6.2 Landward Defence Programme - Outputs details per subprogramme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Engineering Capability				
Training Capability at School of Engineers	Number of learners on engineer courses	1 200 learners on 46 courses	1 200 learners on 46 courses	1 200 learners on 46 courses
Field Engineer Capability	Number of units prepared according to Force Requirements	1 x regiment at R1 3 x regiments (Reserves - Core Growth)	1 x regiment at R1 3 x regiments (Reserves - Core Growth)	1 x regiment at R1 3 x regiments (Reserves - Core Growth)
Engineer Combat Support Capability	Number of units prepared according to Force Requirements	1 x Regular/Reserves squadron at R1	1 x Regular/Reserves squadron at R1	1 x Regular/Reserves squadron at R1
Engineer Intelligence Capability	Number of units prepared according to Force Requirements	1 x tactical terrain intelligence regiment at R1 1 x tactical terrain intelligence squadron (Reserves) as Core Growth capability	1 x tactical terrain intelligence regiment at R1 1 x tactical terrain intelligence squadron (Reserves) as Core Growth capability	1 x tactical terrain intelligence regiment at R1 1 x tactical terrain intelligence squadron (Reserves) as Core Growth capability
Operational Construction Capability	Number of units prepared according to Force Requirements	1 x construction regiment at R1	1 x construction regiment at R1	1 x construction regiment at R1
Subprogramme Operational Intelligence				
Training Capability at School of Tactical Intelligence	Number of learners on tactical intelligence courses	835 learners 30 courses	835 learners 30 courses	835 learners 30 courses
Tactical Intelligence	Number of units prepared according to Force Requirements	1 x tactical intelligence regiment (-) at R1 2 x tactical intelligence Squadrons (Reserves - Core Growth)	1 x tactical intelligence regiment (-) at R1 2 x tactical intelligence Squadrons (Reserves - Core Growth)	1 x tactical intelligence regiment (-) at R1 2 x tactical intelligence Squadrons (Reserves - Core Growth)
Subprogramme SA Army Command and Control Capability				
A Command and Control Capability for operational activities	The degree to which the force employment requirement is achieved	2 x brigade headquarters, each structured to provide four tactical groupings for two groupings to deploy annually, other two on leave and force preparation	2 x brigade headquarters, each structured to provide four tactical groupings for two groupings to deploy annually, other two on leave and force preparation	2 x brigade headquarters, each structured to provide four tactical groupings for two groupings to deploy annually, other two on leave and force preparation

Table 6.2 Landward Defence Programme - Outputs details per subprogramme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Support Capability				
General support capability	Provision of general base support services	13 x general support bases (GSBs) 75% Client satisfaction	10 x GSBs 80% Client satisfaction	10 x GSBs 85% Client satisfaction
Technical and logistic sustainment of deployed forces.	Number of units prepared according to Force Requirements	2 x maintenance units (-) at R1 2 x maintenance units (Reserves - Core Growth) 2 x field workshops (-) at R1 2 x field workshops (Reserves - Core Growth)	2 x maintenance units (-) at R1 2 x maintenance units (Reserves - Core Growth) 2 x field workshops (-) at R1 2 x field workshops (Reserves - Core Growth)	2 x maintenance units (-) at R1 2 x maintenance units (Reserves - Core Growth) 2 x field workshops (-) at R1 2 x field workshops (Reserves - Core Growth)
Ceremonial Services	Provision of ceremonial services	1 x National Ceremonial Guard Ceremonial Services in accordance with requirements. VIP protection in accordance with requirements	1 x National Ceremonial Guard Ceremonial Services in accordance with requirements. VIP protection in accordance with requirements	1 x National Ceremonial Guard Ceremonial Services in accordance with requirements. VIP protection in accordance with requirements
Subprogramme General Training Capability				
Command and Management Training at the SA Army College	Number of learners on junior command and staff development (JSCD) courses	200 officers on 2 JSCD courses	200 officers on 2 JSCD courses	200 officers on 2 JSCD courses
Landward Common Training Capability at the Combat Training Centre	Number of learners on courses	830 learners on 25 courses	830 learners on 25 courses	830 learners on 25 courses
Common Junior Leader Training at the SA Army Gymnasium	Number of learners on courses	1 825 learners on 18 courses	1 825 learners on 18 courses	1 825 learners on 18 courses
Basic Military Skills Training at 3 SAI Bn	Number of learners (Military Skills Development) on courses	1 800 learners on 1 course	1 800 learners on 1 course	1 800 learners on 1 course
Common NCO Training at 3 SAI Bn	Number of learners on courses	1 200 learners on 12 courses	1 200 learners on 12 courses	1 200 learners on 12 courses

Table 6.2 Landward Defence Programme - Outputs details per subprogramme for FY2007/08 to FY2009/10 (continued)

<i>Policy Option</i>	<i>Fin Year</i>	<i>Allocations (R'000)</i>	<i>Output Targets</i>
Military Skills Development System	07/08	38 000	Maintenance of 3 000 MSDS members who joined in 06/07. Rejuvenate SA Army with additional 3 000 MSDS members. Funding of capacity building to accommodate MSDS members at allocated units
	08/09	68 000	Maintenance of 3 000 MSDS members who joined in 07/08. Rejuvenate SA Army with additional 3 000 MSDS members. Funding of capacity building to accommodate MSDS members at allocated units
	09/10	201 000	Maintenance of 3 000 MSDS members who joined in 08/09. Rejuvenate SA Army with additional 3 000 MSDS members. Funding of capacity building to accommodate MSDS members at allocated units
Operational Vehicle Maintenance	07/08	152 000	Maintain Operational B Vehicle Material Readiness. Establishment of TSC Capability. Maintain current F Prep B Vehicle Material Readiness.
	08/09	8 000	Maintain Operational B Vehicle Material Readiness. Establishment of TSC Capability. Maintain current F Prep B Vehicle Material Readiness
	09/10	54 000	Maintain Operational B Vehicle Material Readiness. Establishment of TSC Capability. Maintain current F Prep B Vehicle Material Readiness.
Ammunition	07/08	0	0
	08/09	0	0
	09/10	100 000	Maintain specifically identified critical ammunition levels.

Table 6.3 Landward Defence Programme - Outputs of Specific Policy Options where Additional Funds were Allocated

<i>Type of Exercise</i>	<i>FY 2007/08</i>	<i>FY 2008/09</i>	<i>FY 2009/10</i>
Ex SEBOKA (Conventional): 1 x Brigade	Oct	Oct	Oct
Ex YOUNG EAGLE (SANDF Reserve Contingencies): 1 x Airborne Brigade (-)	Nov	Nov	Nov
Unit Exercises (Conventional and PSO Continuity Training to confirm basic and tactical soldiering skills): Battalions/Companies	Continuous	Continuous	Continuous

Table 6.4 Landward Defence Programme - Planned Exercises (Service Unique)

RISKS AND MITIGATING ACTIONS

Government requires from the SA Army to be combat ready to satisfy a wide variety of outputs, ranging from military tasks to diplomatic initiatives. The SA Army is, however, restricted in terms of what it can accomplish due to various constraints. It remains a continuous challenge to balance the expectations of Government with the allocated resources from Government. In order to address this issue, the SA Army will focus on the devel-

opment of all relevant members involved in the execution of its plans, and the consumption of its resources. The SA Army will ensure that allocated resources are optimally utilised to ensure requirements of Government are met.

Various risks that were indicated in the past have not yet been fully addressed, mostly due to restricted resources. The biggest contributing factor to this situation is the imbalance between the SA Army's personnel, operating

and capital budget. On average, the SA Army spend almost 75% of its budget on personnel, leaving very limited room for operating and capital expenditure. Thus insufficient resources are available for force preparation, maintenance of main equipment and vehicles, replacement of obsolete equipment and vehicles, as well as maintenance and upgrading of deteriorated facilities.

Although the SA Army spends the bulk of its budget on personnel related costs, the challenge still exists of health and rank/age profile. Seen together with the mentioned issues regarding a limited operating budget, the SA Army as a combat ready force has definite limitations in terms of satisfying Governments expectations. This is specifically relevant in terms of the SA Army's Engineer Corps. This corps has an inbuilt collateral utility, specifically in the domain of post conflict reconstruction, disaster relief, as well as upgrading and maintaining of infrastructure. The demand for their services are thus very high; a demand that cannot be fully met.

Ammunition for the preparation and deployment of landward defence capabilities must be replenished to ensure that a balance between the phasing out of redundant ammunition and the requirement is maintained. The higher levels of deployment also contribute to additional demands, which must be addressed.

Landward Systems are nearing an obsolescence level and timeous interventions for the acquisition of those weapon systems required for the missions must be implemented. The SA Army has finalised an acquisition plan for the partial modernisation of landward systems, which is based on priorities and early warning principles.

The SA Army will strive to mitigate the stated risks by various means. MSDS intakes will be utilised to rejuvenate the SA Army with young and healthy soldiers. Equipment and vehicles will be maintained and replaced according to set priorities, based on operational and future requirements. Facilities will be addressed according to the same set of priorities, adding a priority of life and health threatening circumstances. The National Works Regiment, currently being planned and investigated, will be utilised to provide an opportunity for members to be transferred that can no longer comply with health, rank/age and combat readiness requirements.

Satisfying the required output of post conflict reconstruction, disaster relief and other Engineer Corps related requirements would be addressed by the establishment of additional construction capability within the Engineer Corps. This capability is still under investigation.

Finally, a major issue is still the rejuvenation of the Army Conventional Reserves. The Army Conventional Reserves forms a critical part of the SA Army Force Design and Structure. The intention is to rejuvenate the Army Conventional Reserves with MSDS members who completed their two-year contracts, but the outflow is so small that it does not satisfy recruiting targets. The small outflow is the result of rejuvenation of the Regular component of the SA Army. Current efforts to alleviate this problem were focussed on decentralised recruiting and training by the Army Conventional Reserve, but it is not an optimum solution. Enlarged MSDS intakes will solve this issue, however, the population of South Africa must first realise that the Army Conventional Reserves is a national asset as present MSDS member are not inclined to serve in the Army Conventional Reserves. Additional resources, however, will have to be allocated to an enlarged MSDS intake. These additional resources are not only to fund personnel related issues, but also all the other aspects discussed above. Additional intakes have to be fed, clothed, accommodated, transported and trained to be of any use.

The above-mentioned issues have been registered as risks within the SA Army and the DOD is actively engaged on a continuous basis to ensure that the implications of the above are fully understood. The SA Army cannot address these issues in isolation and therefore rely on the support of all role players concerned.

SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED DURING FY2007/08

Limited available resources will once again result in the reduction of the material readiness of the SA Army's main product systems (i.e. weapon and support systems). This curtails the SA Army's ability to prepare its forces according to set norms and standards, negatively affecting the combat readiness status of forces required to participate in operations. Even though additional funding was requested to alleviate the problem, the amounts allocated are not nearly sufficient to address the full spectrum of the issue.

The SA Army is still in the process of closing down the Army Territorial Reserve in accordance with DOD guidelines. This means that all Commando Units will be closed by means of a phased approach, in coordination with the SAPS that has to take over the resultant operational requirements. The applicable command and control structures (Group HQs) will also be closed as their subordinate units are closed down.

All capabilities will strive to maintain a core growth capability according to each capability's unique role and

function.

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The subprogrammes of the Landward Defence Programme intend to improve their performance and service delivery as indicated in Table 6.3 below.

<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Strategic Direction Capability			
All Chief Directors, Directors and General Officers Commanding participate in a learning opportunity facilitated by Financial Committee Chair and SA Army Budget Manager addressing PFMA and NT related financial aspects.	Senior Management Learning opportunity (Fin) One day learning opportunity, once a year during April	Senior members of SA Army able to implement relevant regulations and manage finances accordingly.	Planned for Apr 07
To enhance the vehicle serviceability of the SA Army to such a degree that it complies to force preparation and operational requirements	To implement a Vehicle Master Plan for the SA Army	Improvement of serviceability and optimised utilization of available vehicles	Current
Improvement of Performance Agreements.	Review alignment of policies, performance management and performance agreements.	Institutionalisation of performance management and allocated responsibility and accountability	Current
Control system to confirm credibility of HR planning by sub-ordinate Budget Holders Control system to prevent over spending by Budget Holders on items such as S & T and Leave	Increased focus on Item 10 (Personnel) Management.	Reduction in double budgeting Control over discretionary funds, thus savings incurred No surplus funds at end of fin year can thus be utilised in operating budget	Current
To implement Capability Management in the SA Army	Map and implement a Capability Management Process	Integrated capability management that ensures development and maintenance in accordance with Army vision and required output	Current
Engineer Capability			
To ensure SA Army facilities comply with OHS prescripts and to maintain SA Army facilities	Establish a SA Army capability to maintain SA Army facilities	Critical maintenance done under SA Army control Reduction in OHS risks Limited funds maximally utilized according to priorities	Investigation in process

Table 6.5 Landward Defence Programme - Performance and Service Delivery Improvement



<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Support Capability			
To enhance Hospitality Services in the SA Army.	Re-establish previously out-sourced Hospitality Services Capabilities in the SA Army	Saving on contractor fees Control over function Increased support to all FSEs, both under training and deployed	Investigation in process
To enhance efficient vehicle sustainment in the SA Army	Re-establish the Technical Service capabilities in the SA Army	Saving on contractor fees Control over function Increased support to all FSEs, both under training and deployed	Investigation completed and implementation from FY07/08

Table 6.5 Landward Defence Programme - Performance and Service Delivery Improvement (continued)

AIR DEFENCE

PURPOSE

To provide prepared and supported air defence capabilities for the defence and protection of South Africa.

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocations and estimates for the Air Defence Programme per sub-programme are reflected in Table 7.1 below.

<i>Core Objectives</i>	<i>FY2007/08 ('000)</i>	<i>FY2008/09 ('000)</i>	<i>FY2009/10 ('000)</i>
Strategic Direction	11 502	12 098	24 287
Operational Direction	73 938	135 357	162 383
Helicopter Capability	288 837	356 537	387 150
Transport & Maritime Capability	229 250	242 534	265 333
Air Combat Capability	238 621	232 061	285 150
Ops Support & Intelligence Capability	114 496	120 293	132 803
Command & Control Capability	145 634	153 866	171 009
Base Support Capability	830 973	872 378	918 948
Command Post	24 838	26 399	28 936
Training Capability	221 597	231 401	263 671
Technical Support Services	471 494	488 431	535 882
TOTAL	2 651 180	2 871 355	3 175 552

Table 7.1 Air Defence Programme - Allocation for FY2007/08 to FY2009/10

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DEFENCE

OUTPUTS

The overall outputs of this programme are reflected per subprogramme in Table 7.2 below.

Measurable Objective: Defend and protect South Africa by providing prepared and supported air combat forces, services and facilities that meet Government's requirements.				
Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Strategic Direction				
Strategic Direction to the Air Defence Programme	DOD policies, strategies and plans are implemented in respect of air matters	Full implementation	Full implementation	Full implementation
Allocation and management of Air Defence resources	Allocated budget has been expended as planned	100%	100%	100%
Subprogramme Operational Direction				
Operational Direction to the Air Defence Programme	Degree to which allocated funds have been expended	Allocated funds expended as planned	Allocated funds expended as planned	Allocated funds expended as planned
	Degree of compliance with DOD policies and prescripts.	Full compliance with DOD policies and prescripts	Full compliance with DOD policies and prescripts	Full compliance with DOD policies and prescripts
Combat ready air capabilities	Compliance with Joint Operations combat readiness state	100%	100%	100%
Subprogramme Helicopter Capability				
Medium and Light Transport Capability	Number of flying hours	13 600 flying hours	15 200 flying hours	15 500 flying hours
Combat Support Capability	Aircraft availability according to Force Requirements	4 mixed (medium and light) squadrons	4 mixed (medium and light) squadrons	4 mixed (medium and light) squadrons
Training Capability		1 combat support squadron	1 combat support squadron	1 combat support squadron
		1 helicopter training school	1 helicopter training school	1 helicopter training school
Subprogramme Transport and Maritime Capability				
VIP Transport Capability	Number of flying hours	16 090 flying hours	20 410 flying hours	20 010 flying hours
Medium and Light Transport Capability	Aircraft availability according to Force Requirements	3 x transport squadrons (1 x VIP)	3 x transport squadrons (1 x VIP)	3 x transport squadrons (1 x VIP)
Maritime Capability		1 x maritime and transport squadron	1 x maritime and transport squadron	1 x maritime and transport squadron
		1 x transport and training squadron	1 x transport and training squadron	1 x transport and training squadron
		9 x Air Force Reserve Squadrons (AFRS)	9 x AFRS	9 x AFRS

Table 7.2 Air Defence Programme - Output Details per subprogramme for FY2007/08 to FY2009/10

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Air Combat Capability				
Medium Fighter Capability	Number of flying hours	4 000 flying hours	4 050 flying hours	3 800 flying hours
In-flight Refuelling Capability	Aircraft availability according to Force Requirements	1 combat squadron	1 combat squadron	1 combat squadron
		1 long-range transport and in-flight refuelling squadron	1 long-range transport and in-flight refuelling squadron	1 long-range transport and in-flight refuelling squadron
Lead-in Fighter Training Capability	Number of pilots trained	8 pilots trained	6 pilots trained	6 pilots trained
Subprogramme Operational Support and Intelligence Capability				
Protection Service Capability	Months of incident free ground protection in support of Air Operations	12	12	12
	Number of successful access control violations	None	None	None
	Number of successful attacks on VIPs	None	None	None
	Number of members trained in aviation protection	485 learners	591 learners	591 learners
	Number of personnel days utilised on external deployments	20 748 personnel days	20 748 personnel days	20 748 personnel days
Exploitation and provision of image intelligence capability	Serviceability of image exploitation and interpretation systems and equipment	100 %	100 %	100 %
Intelligence training	Number of members trained: National Diploma in Applied Military Intelligence and functional intelligence courses	211	211	211
Counter-intelligence and safeguarding capability	Degree of improvement in SAAF personnel Military Security awareness, compared to 2006/07 statistics	5 %	15 %	20 %
	Degree of reduction of military and criminal transgressions, based on 2006/07 statistics	15 %	20 %	30 %
Subprogramme Command and Control Capability				
Air Defence Management Capability	Number of mission ready Mission Controllers	20 x mission controllers	20 x mission controllers	20 x mission controllers
	Number of Static Control Centres available	2 x static control centres	2 x static control centres	2 x static control centres
	Number of radar systems available	10 x radar systems	10 x radar systems	10 x radar systems

Table 7.2 Air Defence Programme - Output Details per subprogramme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Command and Control Capability (continued)				
Air Traffic Management Capability	Number of mission ready Air Traffic Controllers, Air Traffic Service Units and availability of navigation aids	49 x air traffic controllers 7 x air traffic service units 2 x mission ready mobile towers 95 % availability of navigation aids	49 x air traffic controllers 7 x air traffic service units 2 x mission ready mobile towers 95 % availability of navigation aids	49 x air traffic controllers 7 x air traffic service units 2 x mission ready mobile towers 95 % availability of navigation aids
Ground Command and Control Management Capability	Number of mission ready Command Post Officers and Command Post Assistants Availability of ground command and control management system Personnel days for external ordered commitments	38 x Command Post Officers 83 x Command Post Assistants 95 % 1 460 personnel days	38 x Command Post Officers 83 x Command Post Assistants 95 % 1 460 personnel days	38 x Command Post Officers 83 x Command Post Assistants 95 % 1 460 personnel days
Information Communication Technology Management Capability	Number of mission ready telecommunication officers and operators	26 x telecommunication officers 153 x telecommunication operators	26 x telecommunication officers 153 x telecommunication operators	26 x telecommunication officers 153 x telecommunication operators
Training Capability at Airspace Control School	Number of members trained	365 learners on 28 courses	365 learners on 28 courses	365 learners on 28 courses
Deployment Support Capability	Degree to which deployment support requirements are met	90 deployable days for 1 x 200 man Tactical Airfield Unit (TAU) 56 Deployable days for 3 x 50 man TAU	90 deployable days for 1 x 200 man Tactical Airfield Unit (TAU) 56 Deployable days	90 deployable days for 1 x 200 man Tactical Airfield Unit (TAU) 56 Deployable days
Subprogramme Command Post Capability				
Air Force Command Post	Degree to which planned flying hours are utilised	100%	100%	100%
Air Operations Training Centre	Number of members trained	40 learners on 2 courses	40 learners on 2 courses	40 learners on 2 courses
Subprogramme Base Support Capability				
Logistic Support Capability	Compliance with support services requirements	100%	100%	100%
	Compliance with system groups' requirements	100%	100%	100%
Base Operational Support Capability	Availability of air base operational services	24 hours per day	24 hours per day	24 hours per day
Facilities/Property Management Services	Suitability of working environment at all SAAF facilities	50%	55%	60%
Supply Support Services Capability	Compliance with requirements for uniform and specialised clothing	100%	100%	100%

Table 7.2 Air Defence Programme - Output Details per subprogramme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Education, Training and Development Capability				
Advanced training, skills training, and full-time technical training capability	Compliance with planned training and syllabi requirements Number of members trained	350 part-time tertiary study learners 2 500 development and skills training learners 60 N4-N6 tertiary training learners 270 apprentice learnerships 65 full-time engineering learners	450 part-time tertiary study learners 3 000 development and skills training learners 60 N4-N6 tertiary training learners 270 apprentice learnerships 65 full-time engineering learners	550 part-time tertiary study learners 3 500 development and skills training learners 60 N4-N6 tertiary training learners 270 apprentice learnerships 65 full-time engineering learners
Basic Flying Training Capability at the Flying training school	Daily number of serviceable aircraft Number of qualified instructors Number of flying hours Number of pilots trained Number of instructors trained	34 aircraft 43 instructors 11 000 flying hours 68 pilots on 2 courses 18 instructors on 2 courses	34 aircraft 43 instructors 9 500 flying hours 54 pilots on 2 courses 18 instructors on 2 courses	34 aircraft 43 instructors 9 500 flying hours 54 pilots on 2 courses 18 instructors on 2 courses
Navigator training capability	Number of navigation instructors Number of basic navigator learners Number of instructor learners Number of survival course learners Number of aviation orientation course learners Number of parasail course learners	10 instructors 12 learners on 1 course 2 learners on 1 course 90 learners on 4 courses 25 learners on 1 course 120 learners on 5 courses	10 instructors 12 learners on 1 course 2 learners on 1 course 90 learners on 4 courses 25 learners on 1 course 120 learners on 5 courses	10 instructors 12 learners on 1 course 2 learners on 1 course 90 learners on 4 courses 25 learners on 1 course 120 learners on 5 courses
Logistical training capability	Number of apprentices Number of learners and courses	450 apprentices 2 521 learners on 196 courses	450 apprentices 2 226 learners on 202 courses	450 apprentices 2 266 learners on 203 courses
Personnel development capability	Number of learners and courses	1 119 learners on 29 courses	1 119 learners on 29 courses	1 119 learners on 29 courses
Basic military training capability	Number of learners and courses	770 learners on 9 courses	770 learners on 9 courses	770 learners on 9 courses
Subprogramme Technical Support Services Capability				
Aircraft servicing capability	Compliance with System Group requirements for serviceable aircraft	100%	100%	100%
Armament support capability	Compliance with armament support requirements	100%	100%	100%

Table 7.2 Air Defence Programme - Output Details per subprogramme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Technical Support Services Capability (continued)				
Maintenance capability	Serviceability of support equipment in accordance with System Group requirements	100%	100%	100%
Engineering Support Capability	Degree of compliance with all System Group internal engineering requirements	100%	100%	100%
Operational support and information systems	Effectiveness of aircraft systems information management	100%	100%	100%
Support process integration	Effectiveness of aircraft systems policies and procedures	100%	100%	100%

Table 7.2 Air Defence Programme - Output Details per subprogramme for FY2007/08 to FY2009/10 (continued)

Policy Option	Fin Year	Allocations (R'000)	Output Targets
Base Support	07/08	18 000	Recovery / Maintenance of Operational Infrastructure
VIP Air Transport	07/08	23 716	Inkwazi Operating Cost
Astra Avionics Upgrade	07/08	8 000	Astra Avionics upgraded to Instrument Meteorological Conditions (IMC) flight standard

Note. FY2007/08 is the last year that additional funds were allocated for these options.

Table 7.3 Air Defence Programme - Outputs of Specific Policy Options where additional funds were allocated

Type of Exercise	FY2007/08	FY2008/09	FY2009/10
Air Capability Demonstration	May, Sep	May, Sep	May, Sep
Electronic Warfare Camp	Oct	TBD	TBD
Infra Red Camp	Nov	TBD	TBD

Table 7.4 Air Defence Programme - Planned Exercises (Service Unique)

RISKS AND MITIGATING ACTIONS

The single biggest risk to the SA Air Force's ability to conduct air operations in future remains the inadequacy of the operating budget. In spite of the strategic intent to achieve the opposite, the human resource portion of the budget continues to grow at the expense of operational capabilities. The operating budget as allocated over the 2007 MTEF is not adequate to meet all operational commitments and to maintain the technical integrity of sys-

tems. Aircraft systems, support facilities and operational infrastructure continue to deteriorate and, in many cases, they no longer comply with required standards and levels of readiness.

Funding is not adequate to produce sufficient flying hours to meet all operational demands from Joint Operations, and to facilitate an adequate learning and growth curve for squadron pilots. Limited operating funds restrict the number of hours that can be flown, in

turn limiting the number of pilots that can be safely sustained, and therefore limiting the number of pilots that can be trained at the basic flying school.

The declining numbers of suitably skilled and experienced personnel in all disciplines leads to a loss of operational capabilities and difficulties in achieving representivity in the core musterings. Slower than expected transformation of human resources, with the associated demographic imbalances continuing in the SA Air Force, is an indirect result of limited operating funds.

Successful implementation of the SA Air Force Vision 2015, the SAAF IIR Medium Term Strategy, and SAAF HR Short Term Implementation Plan should partially mitigate the risks as indicated here. The degree to which the major risks can be mitigated, however, depends largely on the extent to which the SA Air Force is provided with financial relief over the MTEF, since most identified risks are directly related to the availability of funds.

SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

Budget constraints continue to force the SA Air Force to reduce required operational and force preparation flying

hour targets to low levels, in accordance with available funding. This means that, according to present strategic priorities, basic flying training and air mobility for diplomatic missions are fully funded, while the output of other air capabilities have again been reduced to fit within the available budget. The reduction in flying hour output affects the extent to which the Air Force can satisfy the air capabilities required by Joint Operations and other clients, affecting in turn their ability to meet force preparation objectives.

The scaling down of flying hours also impacts on the Strategic Defence Package aircraft, resulting in them not being utilised at the expected rates. Without budgetary relief, these new acquisitions will be utilised at the same unacceptably low usage rates as the present systems.

Management interventions are envisaged to increase the operational availability of all aircraft responsible for the support of external SANDF deployments and, within the restrictions of available funding, some of these systems have already shown a marked improvement in availability and sustainability.

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Human Resource Transformation	Implementation and monitoring of Air Force Board Focus Area to address the acquisition of representative members for the core functions of the Air Force, and career preparation of representative members for the SDP aircraft	Meaningful and measurable progress towards the objectives of the SAAF medium term HR Strategy and SAAF Strategic Transformation Plan Towards Vision 2012	Ongoing
Review of Contracts	Annual review of contracts to ensure cost effective logistic support; and effect changes to those contracts where cost-effective support solutions are not found	Optimised service delivery and support that reflect a cost-effective balance between the operational requirement, the contracted work and the cost to the SAAF, thus assisting in reducing the overall cost of support	Ongoing
Logistic Restructuring	To implement the redesigned logistic support concept in the SAAF in accordance with the approved SAAF Logistic Support Philosophy and the guidelines in the SAAF Strategic Transformation Plan Towards Vision 2012	An optimised logistic support system that reflects a cost-effective balance between organic SAAF logistic support and outsourced support, thus assisting in reducing the overall cost of support	Ongoing
Reduction of uniformed and PSAP personnel	Possible reduction of personnel in accordance with optimal force structure in process of being determined	Possible reduction in personnel costs Retention of optimised HR complement in support of allocated roles and responsibilities/functions	In process

Table 7.5 Air Defence Programme - Performance and Service Delivery Improvement



<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Reduction of Aero Manpower personnel	Reduction of personnel in accordance with the optimal force structure, to achieve a ceiling number of 500 AMG members in support of flying operations	Reduction in overall personnel and contract costs	Ongoing
Optimising the Cost of Ownership of Air Bases	Implementation of an Air Base Strategy and Air Base Support Plan to ensure the optimal and cost-effective support of all Air Bases	Reduction in overall cost of ownership, resulting in enhanced maintenance of Air Bases	Ongoing

Table 7.5 Air Defence Programme - Performance and Service Delivery Improvement (continued)

MARITIME DEFENCE

PURPOSE

The Maritime Defence Programme provides prepared and supported maritime defence capabilities for the defence and protection of the RSA

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocations and estimates for the Maritime Defence Programme per subprogramme are reflected in Table 8.1 below.

<i>Objectives</i>	<i>FY2007/08 ('000)</i>	<i>FY2008/09 ('000)</i>	<i>FY2009/10 ('000)</i>
Maritime Direction Capability	364 636	393 333	471 550
Maritime Combat Capability	198 277	221 731	226 237
Maritime Logistics Support Capability	375 393	381 471	429 073
Maritime Training Capability	106 630	131 032	145 227
General Base Support Capability	343 379	360 457	399 100
TOTAL	1 388 315	1 488 024	1 671 187

Table 8.1 Maritime Defence Programme - Allocations for FY2007/08 to FY2009/10

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DEFENCE

OUTPUTS

The planned outputs for this programme are reflected per subprogramme in Table 8.2 below.

Measurable Objective: Defend and protect the RSA by providing prepared and supported maritime combat forces, services and facilities that meet Government's requirements.

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Maritime Direction Capability				
Strategic Direction Capability	Implementation of DOD policies, strategies and plans in respect of maritime matters	Full implementation	Full implementation	Full implementation
	Expenditure of allocated budget as planned	100%	100%	100%
Force Preparation Direction Capability	Compliance with Force Preparation requirements	100%	100%	100%
Subprogramme Maritime Combat Capability				
Surface Combat Capability	Number of vessels prepared according to Force Requirements	3 x Strike Craft 4 x Frigates	4 x Frigates	4 x Frigates
Submarine Warfare Capability	Number of submarines prepared according to Force Requirements	2 x submarines 1 x submarine undergoing post-delivery trials	3 x submarines	3 x submarines
Combat Support and Sealift Capability	Number of vessels prepared according to Force Requirements	1 x combat support vessel	1 x combat support vessel (Undergoing refit)	1 x combat support vessel
Mine Warfare Capability	Number of systems prepared according to Force Requirements	2 x mine warfare systems	2 x mine warfare systems	2 x mine warfare systems
Hydrographical Services Capability	Number of units prepared according to Force Requirements	1 x vessel 1 x mobile hydro-graphic survey team	1 x vessel 1 x mobile hydro-graphic survey team	1 x vessel 1 x mobile hydro-graphic survey team
Maritime Reaction Squadron Capability	Number of Operational Boat Squadrons (OBS) prepared according to Force Requirements	1 x OBS	1 x OBS	1 x OBS
	Number of maritime reaction force platoons prepared according to Force Requirements	3 x platoons	4 x platoons	4 x platoons
	Number of operational diving teams prepared according to Force Requirements	3 x teams	3 x teams	3 x teams
Patrol Capability	Number of Inshore Patrol vessels prepared according to Force Requirements	3 x patrol vessels	3 x patrol vessels	3 x patrol vessels

Table 8.2. Maritime Defence Programme - Output Details per subprogramme for FY2007/08 to FY2009/10

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Maritime Logistic Support Capability				
Provision of Dockyard; Fleet Maintenance; Publication Provision; Logistic Warehousing; Armament Warehousing; Command and Logistic; and Information Systems capabilities	Provision of maritime logistic support services in accordance with stated operational readiness levels of the required Force Design and its utilisation	100%	100%	100%
Subprogramme Maritime HR and Training Capability				
Formative Training Capability	Number of formative training course learners	1 554 learners on 9 courses	1 554 learners on 9 courses	1 554 learners on 9 courses
Functional and Warfare Training Capability	Number of functional and warfare training course learners	2 185 learners on 169 courses	2 185 learners on 169 courses	2 185 learners on 169 courses
Technical Training Capability	Number of technical training course learners	250 learners on 74 courses	250 learners on 74 courses	250 learners on 74 courses
Staff Training Capability	Number of staff training course learners	100 learners on 4 courses	100 learners on 4 courses	100 learners on 4 courses
Overseas Training Capability	Achievement of planned overseas training schedule	Approved Overseas Training Schedule	Approved Overseas Training Schedule	Approved Overseas Training Schedule
Maritime Reserves Capability	Achievement of planned training and utilisation for Reserves	150 additional trained Reserves 40 000 mandays	150 additional trained Reserves 40 000 mandays	150 additional trained Reserves. 40 000 mandays
Subprogramme Base Support Capability				
Base Support Capability in Simon's Town, Durban and Port Elizabeth	Compliance with client requirements	100%	100%	100%

Table 8.2. Maritime Defence Programme - Output Details per subprogramme for FY2007/08 to FY2009/10 (continued)

Policy Option	Fin Year	Allocations (R'000)	Output Targets
Strategic Defence Packages (SDPs)	07/08	13 000	Qualification and acceptance into service of the Frigates and Submarines
Technical Training	07/08	40 000	Upgrading and establishment of specialist training infrastructure (Project SCREWDRIVER)
Operational Boat Squadron (OBS)	07/08	14 000	To assist with the setting up costs of the OBS Capability
	08/09	39 000	To assist with the setting up costs of the OBS Capability

Note. FY2007/08 is the last year that additional funds were allocated for the first two options.

Table 8.3. Maritime Defence Programme - Outputs of Specific Policy Options where Additional Funds were Allocated

Type of Exercise	FY2007/08	FY2008/09	FY2009/10
Exercise RED LION. Annual Task Force exercise.	Sep/Oct	Sep/Oct	Sep/Oct
Escort S102. Escort the second Submarine from Germany.	Mar/Apr 07	-	-
Escort S103. Escort the third Submarine from Germany.	Feb/Mar 08	-	-
Exercise DEEP BLUE. Naval control of shipping exercise.	Jul	Jul	Jul
Exercise TRANSOCEANIC. Naval control of shipping exercise.	Aug	Aug	Aug
Exercise BELL BUOY. Naval control of shipping exercise.	Apr	Apr	Apr
Exercise BOURBON. Annual Search and Rescue exercise with the French Navy and SADC countries.	Sep/Oct	Sep/Oct	Sep/Oct
Exercise OXIDE. Annual Search and Rescue exercise with the NDOT and FAZSOI.	Sep/Oct	Sep/Oct	Sep/Oct
Basic Operational Sea Training (BOST). Deployment to UK to undergo work-up training.	Jun/Jul	-	Jun/Jul
Exercise ATLASUR. Bi-annual Task Force exercise with South American countries.	-	May/Jun	-
Interop EAST. Visits to and exercises with African Navies.	-	Sep/Oct	-
Interop WEST. Visits to and exercises with African Navies.	Jun/Jul	-	Jun/Jul
Interop NORTH/EAST. Visits to and exercises with African Navies. To co-incide with the Sea Power Symposium to be held in Egypt in 2007.	Aug	-	Aug
Brazilian Navy Bi-centennial. Participate in Bi-centennial Anniversary.	Sep	-	-
West African Training Cruise (WATC). Training cruise to West African countries.	Aug	Aug	Aug

Note 1: This Table does not include formal and informal work-up and continuation training.
 2: Dates contained in the Table are approximate.

Table 8.4. Maritime Defence Programme - Planned Exercises (Service Unique)

RISKS AND MITIGATING ACTIONS

A number of risks and managerial challenges have been identified by the SA Navy as having the potential to negatively influence its ability to achieve the stated objective of defending and protecting the RSA by maintaining and providing prepared and supported maritime combat forces, services and facilities. Risk mitigation and management intervention plans have, however, been developed in order to reduce the possibility of these risks becoming untenable.

The most important output risk being managed by the SA Navy within the short to medium-term, is the lack of sufficient financial resources to meet all requirements. This risk manifests itself mainly in the areas of the continued ability to conduct the required and contracted qualification trials in order to accept the Strategic Defence Packages (SDPs) into service, the ability to meet the life cycle costs of the SDPs and the existing Force

Structure Elements (FSEs - ships) and the ability to establish/adapt the infrastructure as required to support the SDPs. Additional funds have been allocated to the SA Navy by National Treasury, as part of the mitigating actions in this regard.

The SA Navy has initiated processes to increase its effectiveness, efficiency, and cost effectiveness by

- establishing capabilities in industry through technology transfer programmes - specifically those linked to the SDPs;
- facility upgrade/build programmes to reduce the 'geographical footprint' of the SA Navy;
- initiating Public-Private-Partnerships (PPPs) with industry to ameliorate, as best possible, the costs of the facility upgrade/build programmes;
- maintaining a minimum 'core force' conventional capability;
- downsizing the Force Structure to a level

- where it is both affordable and sustainable; and
- the disposal of 'high cost-driver' redundant/obsolete equipment.

The SA Navy is further committed to maintaining its personnel related expenditure at a maximum of 60% of its budget allocation.

A further risk is the availability, development and retention of specialised/'scarce-skilled' personnel needed to support the SDPs and existing FSEs. This risk is mitigated by firstly, downscaling existing capabilities to release personnel to serve in key functional areas; secondly, by the return of a large number of SA Navy personnel who had been sent overseas for training related to the acqui-

sition of the SDPs; and thirdly, by the introduction of incentive schemes for the retention of specialised/'scarce-skilled' personnel; for example SA Navy Divers, Combat Officers and Technical personnel.

Furthermore, the introduction of the Military Skills Development Service System into the SA Navy has also contributed to a rejuvenated and more age-profile-correct SA Navy Human Resource component. Over time, this system should further ameliorate the Human Resource component risk currently confronting the SA Navy.

SERVICES TO BE SCALED DOWN SUSPENDED OR ABOLISHED

Subprogramme	Reduction in Output	Reason for Scaling Down /Suspension of Service	Shortfall/Savings (R'000s)	Implications
Maritime Logistic Support Capability	Closure of Armaments Depot Durban	Reduction in costs and improved efficiency through consolidation and concentration of facilities in Simon's Town	TBD	SANAD Smst will be the only ammunition storage facility available to the SAN
Maritime HR and Training Capability	Closure of Strike Craft Training Centre in Durban	Reduction in costs and improved efficiency through consolidation and concentration of facilities in Simon's Town	TBD	The remaining Strike Craft are to be phased out of service by the end of the FY 07/08
Maritime HR and Training Capability	Investigations launched into DOD Planning Instruction 07/02 re rationalisation of SAN training units	Increasing efficiency, effectiveness and economy through proposed reductions and adjustments to DOD Force Structure	TBD	It is envisaged that this action will result in savings due to the consolidation of training units

Table 8.5 Services / Outputs to be Scaled Down or Suspended

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The SA Navy will continue the implementation of new and the maintenance of existing measures aimed at improving service delivery, reducing costs and increasing efficiency during FY2007/08. Most of these measures stem from the implementation of recommendations contained in the Navy Review and from the "to be approved Defence Update 2006". The main focus areas of these measures are to

- prepare and maintain the approved Force Structure Elements (FSEs) (deployable assets) and the associated Force Structure (FS) (all supporting elements), including the associated personnel, at the required readiness levels in order to meet the maritime defence commitments in a sustained manner;
- commence with the finalisation of all activities pertaining to the full acceptance and integration of the SDP related Frigates, Submarines and Workboats into the SA Navy system;
- develop naval capabilities in support of Governmental initiatives with respect to "peace missions";
- inculcate a culture of selfless service delivery within the boundaries of moral and ethical conduct and values, including good governance and accountability;
- continue with the full and pragmatic implementation of HR Strategy 2010; and
- continue with the formulation and implementation of strategies aimed at ensuring an effective and efficient organisation that meets the needs of the RSA.

<i>Activities</i>	<i>Planned Management</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Naval Order: Organisational Excellence Through Improved Service Delivery	Institutionalisation of Naval Order on Organisational Excellence through Improved Service Delivery; encompasses full spectrum of organisational functioning (Ongoing evolution)	Increased service delivery; optimised interface management	In process
Project CLARINET	The construction of the new Fleet Command HQ building will enable key Fleet management entities to be co-located (Ongoing evolution - will be completed by the beginning of FY2007/08)	Co-location of top Fleet Management will enable a significant reduction in costs due to a reduction in the use of transport and other services	In process
Balanced Scorecard	Implementation of the Balanced Scorecard	A more effective, efficient and economical organisation	Continuous
Optimise ETD practitioner training	Establishment of Fleet ETD Centre, containing curriculum facilitation, evaluation and media facility sections the Centre will also train ETD instructors (Ongoing evolution)	Members returning from overseas and local project-related learning opportunities will obtain assistance in translating newly acquired knowledge and skills into learning opportunities and integrated at the appropriate level into existing learning opportunities	In Process

Table 8.6 Maritime Defence Programme - Performance and Service Delivery Improvement

MILITARY HEALTH SUPPORT

PURPOSE

The Military Health Support Programme provides prepared and supported medical combat support elements and services.

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocations and estimates for the Military Health Service Programme per subprogramme are as reflected in Table 9.1 below.

<i>Core Objectives</i>	<i>FY2007/08 ('000)</i>	<i>FY2008/09 ('000)</i>	<i>FY2009/10 ('000)</i>
Strategic Direction	112 456	118 715	143 017
Military Health Support	61 293	65 395	71 874
Area Military Health Service	645 188	703 240	780 635
Specialist/Tertiary Health Service	638 136	705 688	799 088
Product Support Capability	128 185	155 059	200 923
Base Support Capability	119 153	117 604	128 394
Military Health Training Capability	126 790	134 920	154 393
Total	1 831 201	2 000 621	2 278 324

Table 9.1 Military Health Service Programme - Allocations for FY2007/08 to FY2009/10

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OUTPUTS

The outputs for this programme are as reflected per subprogramme in Table 9.2 below.

Measurable Objective: Provide prepared and supported military health capabilities, services and facilities, in support of the defence of South Africa that meet the requirements of Government.

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Military Health Strategic Direction¹				
Strategic Direction Capability	Implementation of DOD policies, strategies and plans in respect of military health matters	Full implementation	Full implementation	Full implementation
	Expenditure of allocated budget as planned	100%	100%	100%
Subprogramme Mobile Health Support				
Mobile Health Support Capability	Number of units ² prepared according to Force Requirements ³	1 x Bn Gp 1 x Specialist Bn Gp 3 x Reserve Bn Gps	1 x Bn Gp 1 x Specialist Bn Gp 3 x Reserve Bn Gps	1 x Bn Gp 1 x Specialist Bn Gp 3 x Reserve Bn Gps
	Compliance with statutory norms and regulations	100%	100%	100%
Subprogramme Area Military Health Service				
Geographic Military Health Service Capability	Number of units providing military health service in accordance with client requirements	9 x Area Health Units 28 x Health Centres 28 x Sickbays 1 x Base Hospital 6 x Oral Health Clinics 34 x Military Medical Clinics 3 x Community Centres 5 x Occupational Health and Safety Centres 4 x Phidisa Clinics A multidisciplinary military health service	9 x Area Health Units 28 x Health Centres 29 x Sickbays 3 x Base Hospitals 6 x Oral Health Clinics 39 x Military Medical Clinics 3 x Community Centres 5 x Occupational Health and Safety Centres 4 x Phidisa Clinics A multidisciplinary military health service	9 x Area Health Units 28 x Health Centres 29 x Sickbays 3 x Base Hospitals 6 x Oral Health Clinics 39 x Military Medical Clinics 3 x Community Centres 5 x Occupational Health and Safety Centres 4 x Phidisa Clinics A multidisciplinary military health service
	Number of patients treated	701 500	701 500	701 500

Table 9.2 Military Health Service Programme Output Details Per Sub Programme for FY2007/08 to FY2009/10

¹ Strategic Direction is provided in accordance with JDP 001.

² All units are Regular except where indicated as Reserve units.

³ Force Requirements are in accordance with the promulgated Short and Medium Term Force Employment Requirements as presented at the Plan and Budget Seminar on 28 Sep 06.

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Specialist / Tertiary Health Service				
A tertiary military health capability for the SANDF. Government approved patients and VIPs	Compliance with operational readiness requirements of Military Hospitals at Pretoria, Cape Town and Bloemfontein	100% 1 x Presidential medical team	100% 1 x Presidential medical team	100% 1 x Presidential medical team
	Number of In-patients	29 000	29 000	29 000
	Out-patient consultations	440 000	440 000	440 000
An aviation health capability and service for the SANDF	Number of aviation medical confirmations for the SAAF and SACAA	22 000	22 000	22 000
	Availability of air evacuation teams	24 hour availability	24 hour availability	24 hour availability
Psychological assessments and Research & Development (R&D) capability	Number of units providing Psychological assessments and Research & Development (R&D) capability	1 x Military Psychological Institute	1 x Military Psychological Institute	1 x Military Psychological Institute
	Conformance to Code of Good Research Practice and Ethical Conduct	100% compliance with research requirement issued by SG and clients	100% compliance with research requirement issued by SG and clients	100% compliance with research requirement issued by SG and clients
A maritime health capability and service for the SANDF	Availability of a Medical Officer at Navy decompression facility	24 hour availability	24 hour availability	24 hour availability
	Compliance with required number of health assessments	600 Diving and Submarine medicals	600 Diving and Submarine medicals	600 Diving and Submarine medicals
A veterinary health capability for the SANDF and SAPS as required	Number of units providing a veterinary health service in accordance with client requirements	2 x Animal Health Centres	2 x Animal Health Centres	2 x Animal Health Centres
Subprogramme Product Support Capability				
Pharmaceutical and sundries warehousing Mobilisation and unique stock warehousing SAMHS unique products, materials and services procurement capability and service and Electro-Medical Equipment asset management	Number of units providing a product support capability in accordance with SANDF requirements	1 x Military Health Depot 1 x Military Health Procurement Unit	1 x Military Health Depot 1 x Military Health Procurement Unit	1 x Military Health Depot 1 x Military Health Procurement Unit
	Readiness and availability of unique stock	80% within 6 months	80% within 6 months	80% within 6 months
	Availability of depot items	100% within 10 weeks	100% within 10 weeks	100% within 10 weeks
	Degree of compliance with statutory medical equipment service requirements	100%	100%	100%

Table 9.2 Military Health Service Programme Output Details Per Sub Programme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Base Support capability				
A general base support capability at one General Support Base	Compliance with performance standards as contained in service agreements with clients	100%	100%	100%
Subprogramme Military Health Training capability				
Trained SAMHS personnel in specialist areas	Compliance with SAMHS training plan	56 courses	56 courses	56 courses
		4 360 learners	4 360 learners	4 360 learners

Table 9.2 Military Health Service Programme Output Details Per Sub Programme for FY2007/08 to FY2009/10 (continued)

Policy Option	Fin Year	Allocations (R'000)	Output Targets
Anti-Retroviral Roll-out	07/08	32 000	100% of patients qualified against set cell count parameters
	08/09	58 000	100% of patients qualified against set cell count parameters
MSDS	07/08	14 600	To provide health care for 6 000 MSDS members
	08/09	21 000	To provide health care for 9 000 MSDS members
Compliance with Health Legislation and support to Government initiatives	07/08	14 000	Upgrade of SAMHS Depot to the correct standard Acquisition of equipment and infrastructure for Presidential medical support

Table 9.3 Military Health Support Programme - Outputs of Specific Policy Options where Additional Funds were Allocated

Type of Exercise	FY2007/08	FY2008/09	FY2009/10
EX LANCET. Force preparation	Sep	Sep	Sep
EX WAYSIDE. Force preparation	Aug/Sep	Aug/Sep	Aug/Sep

Table 9.4 Military Health Support Programme - Planned Exercises (Service Unique)

RISKS AND MITIGATING ACTIONS

The risks confronting the SAMHS have implications for the whole of the SANDE, as each member (including retired members) and their dependants remain reliant on the SAMHS for health care. The deterioration of hospitals, facilities and equipment, the high rate of medical inflation and the unacceptably high workload of health professionals remain the main risk factors.

Upgrade and recapitalisation programmes are in place at all three military hospitals and will be completed by about 2012. The re-equipping of main medical equipment is receiving attention within a balanced approach regarding renewal of health technology and the upkeep of older generation equipment.

SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

No service is to be abolished, but reprioritisation may result in non-essential services being scaled down or even suspended. This will, however, be implemented as a very last resort. Changes implemented during the year will represent the movement or change in the footprint of the serviced population or where services can be grouped together to provide a more cost-effective service in a geographic region.

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

Programmes were put in place in previous financial years and are running well and effecting constant savings. No new programmes are planned.

DEFENCE INTELLIGENCE

PURPOSE

The Defence Intelligence Programme provides a defence intelligence and counter-intelligence capability.

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocations and estimates for the Defence Intelligence Programme per subprogramme are reflected in Table 10.1 below.

<i>Objective/Subprogramme</i>	<i>FY2007/08 ('000)</i>	<i>FY2008/09 ('000)</i>	<i>FY2009/10 ('000)</i>
Strategic Direction	1 468	1 440	1 508
Provide Intelligence	5 771	5 802	6 111
Provide Counter Intelligence			
Provide Divisional Support Services	154 862	157 352	174 296
TOTAL	162 101	164 594	181 915

Table 10.1 Defence Intelligence Programme - Allocations for FY2007/08 to FY2009/10

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OUTPUTS

The outputs for this programme are reflected per sub-programme in Table 10.2 below.

Measurable Objective: Defend and protect South Africa by the provision of military intelligence and counter-intelligence products and services that meet Government's requirements.				
Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Strategic Direction				
Strategic Direction to the Defence Intelligence Programme	Degree to which the DOD's policies, strategies and plans are implemented in respect of defence intelligence matters	Full implementation	Full implementation	Full implementation
Allocation and management of Defence Intelligence resources	Degree to which the allocated budget has been expended as planned	100%	100%	100%
Subprogramme Provide Intelligence				
Provide an intelligence process for early warning to inform, warn and advise clients	Number of Defence Intelligence products (Studies, reports, digests, briefings, etc)	626 products	626 products	626 products
Subprogramme Provide Counter Intelligence				
CI Services	Number of formulated CI Policies that have been promulgated	2 policies	2 policies	2 policies
Subprogramme Provide Divisional Support Services				
Divisional support services	Number of learners on courses presented at the South African Defence Intelligence College (SADIC)	310 learners on 18 courses	310 learners on 18 courses	310 learners on 18 courses

Table 10.2 Defence Intelligence Programme - Output Details per Sub-programme for FY2007/08 to FY2009/10

RISKS AND MITIGATING ACTIONS

The main challenges to Defence Intelligence remain the loss of skilled personnel and the staffing of posts with intelligence qualified personnel. The collection environment is challenged with technological advances that require expensive solutions. The poor and deteriorating condition of the Defence Intelligence Headquarters building will remain a challenge until Defence Intelligence is relocated. Plans to address these risks are being developed.

SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

No services are to be scaled down or abolished.

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The subprogrammes of the Defence Intelligence Programme intent to improve their performance and service delivery as indicated in Table 10.3.

<i>Activities</i>	<i>Planned Management Intervention</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Intelligence analysis and processing	Introduce measures to improve analysis skills	Improve quality of intelligence products	In process
A system where all intelligence activities work together seamlessly	Reorganisation and strengthening of capacity	Improvement of planning of operations	In process
Interest Profile training of all clients to ensure the most productive and effective open source information feed to clients	Training schedule to be developed	Less feed to clients, but data 90% usable. Higher productivity	To activate
Advanced Training Research	Establish R&D capability	Technologically advanced CI to meet the 2015 demands	Planned

Table 10.3 Defence Intelligence Programme - Performance and Service Delivery Improvement



JOINT SUPPORT¹

PURPOSE

The Joint Support Programme provides joint support capabilities and services to the Department.

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocations and estimates for the Joint Support Programme per sub-programme are reflected in Table 11.1 below.

<i>Divisional Objectives</i>	<i>FY2007/08 ('000)</i>	<i>FY2008/09 ('000)</i>	<i>FY2009/10 ('000)</i>
Strategic Direction	6 040	6 369	7 002
Joint Logistic Services	1 245 642	1 449 504	1 498 923
Command and Management Information Services	1 034 888	1 242 888	1 229 788
Military Police	263 517	273 979	298 551
Service Corps	58 281	60 890	66 435
Human Resource Support Centre (<i>funded within Administration Programme</i>)	-	-	-
Joint Training	134 115	140 669	153 516
Departmental Support (<i>Managed by Financial Management Division</i>)	507 724	532 326	590 852
British Peace Support and Training Team (<i>Managed within Departmental Support</i>)	6 458	-	-
TOTAL	3 256 665	3 612 147	3 845 067

Table 11.1 Joint Support Programme - Allocations for FY2007/08 to FY2009/10

¹ The implementation of the structural review by the Departmental Organisational Development Workgroup (DODW) described in Chapter 3, will have an impact on the Joint Support Programme.

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OUTPUTS

The outputs for this programme are reflected per sub-programme in Table 11.2 below.

Measurable Objective: Support departmental activities by providing joint logistic, technological and military policing capabilities, services and facilities that meet Government requirements.				
Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Strategic Direction²				
Subprogramme Command and Management Information Services				
Acquired integrated Information and Communication Technology (ICT) solutions and enablers for the DOD ICT and Joint C ² Product System Capability	ICT solutions delivered according to client requirements.	Solution delivery within 85% of the DOD ICT Project Portfolio	Solution delivery within 90% of the DOD ICT Project Portfolio	Solution delivery within 90% of the DOD ICT Project Portfolio
Information Warfare (IW) Capability/ Cyber Warfare (CW) for the DOD	Established and maintained Information Warfare capabilities	100% established	100% maintained	100% maintained
	Secured ISS solutions provided for DOD ICT Projects	100% secured ISS solutions.	100% secured ISS solutions.	100% secured ISS solutions.
Combat ready Joint C ² capabilities to the SANDF	Number of combat ready C ² units	2 x regiments	2 x regiments	2 x regiments
	Percentage secured information system (IS) networks.	99% secured.	99% secured.	99% secured.
Supported DOD Integrated ICT and Joint C ² Product System Capability	ICT systems support capability	98% availability of mainframe service	98% availability of mainframe service	98% availability of mainframe service
		95% availability of the Local Area Network (LAN)	95% availability of the Local Area Network (LAN)	95% availability of the Local Area Network (LAN)
	Compliance with Force Employment Requirements	95% reliable mobile & static ICT support services.	95% reliable mobile & static ICT support services.	95% reliable mobile & static ICT support services.
CMIS ETD Capability (Signal School)	Number of learners and courses	3 322 learners on 170 courses	3 322 learners on 170 courses	3 322 learners on 170 courses

Table 11.2 Joint Support Programme - Output Details per Sub-programme for FY2007/08 to FY2009/10

² The Subprogramme Strategic Direction (Office of Chief of Joint Support) is in the process of migrating to the "to be established" Office of the Chief of Human Resources. Strategic Direction is in the interim being provided by the Chief of Corporate Staff.

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Joint Logistic Services				
Integrated logistic support and services in accordance with client and force employment requirements	Number of units prepared according to force employment requirements	1 x joint logistic operational support group 1 x joint technical maintenance group 1 x main ordnance depot 2 x ordnance sub depots 3 x ammunition depots 1 x air supply unit 1 x mobilisation centre 1 x technical service unit 5 x maintenance units (Res) 6 x field workshops (Res) 1 x transit maintenance unit (Res)	1 x joint logistic operational support group 1 x joint technical maintenance group 1 x main ordnance depot 2 x ordnance sub depots 3 x ammunition depots 1 x air supply unit 1 x mobilisation centre 1 x technical service unit	1 x joint logistic operational support group 1 x joint technical maintenance group 1 x main ordnance depot 2 x ordnance sub depots 3 x ammunition depots 1 x air supply unit 1 x mobilisation centre 1 x technical service unit
	Serviceability of equipment	90% serviceability of deployed equipment	90% serviceability of deployed equipment	90% serviceability of deployed equipment
	Provision of general base support services	3 x Joint Support Bases	3 x Joint Support Bases	3 x Joint Support Bases
Codification Capability	Provision of codification service	National Codification Bureau established by 31 Mar 08	National Codification Bureau in operation	National Codification Bureau in operation
Training Capability	Number of learners and courses at the Technical, Ammunition and Hospitality training schools	2 600 learners on 170 courses	2 600 learners on 170 courses	2 600 learners on 170 courses
Repair and Maintenance Service	Achievement of repair and maintenance targets	Repair and maintenance according to the Repair and Maintenance Programme (RAMP)	Repair and maintenance according to the RAMP	Repair and maintenance according to the RAMP
Disposal and Environmental Management Service	Achievement of disposal and environmental management targets	Management of disposal and the environment according to client requirements	Management of disposal and the environment according to client requirements	Management of disposal and the environment according to client requirements

Table 11.2 Joint Support Programme - Output Details per Sub-programme for FY2007/08 to FY2009/10 (continued)

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Human Resources Support Services¹				
HR Acquisition service to the DOD	Number of selection boards across the country	31 selection boards	33 selection boards	30 selection boards
	Number of marketing drives at schools across the country	9 marketing drives	9 marketing drives	9 marketing drives
Personnel separation, support processes and redeployment service	Number of IMBIZOs attended in nine provinces to address military veterans	9 IMBIZOs	9 IMBIZOs	9 IMBIZOs
	Number of records updated on the military veterans database	8 000 records	8 500 records	7 000 records
	Administration of separation through the Mobility Exit Mechanism (MEM) and through normal transfers, retirements and discharges	2 000 MEM separations 1 300 normal separations	2 000 MEM separations 1 500 normal separations	2 000 MEM separations 1 200 normal separations
Functional training to HR practitioners	Number of learners and courses	452 learners on 37 courses	463 learners on 37 courses	476 learners on 38 courses
Management and administration of Labour Relation functions in the DOD	Management of misconduct and grievance cases in the DOD	90% of cases managed	90% of cases finalised	90% of cases managed
	Representation at conciliation and arbitration sessions	48 conciliations 16 arbitrations	48 conciliations 16 arbitrations	48 conciliations 16 arbitrations
Providing Language services and advice	Number of various short language courses presented	42 courses	42 courses	42 courses
	Editing and translation of documents	Full compliance with requirements	Full compliance with requirements	Full compliance with requirements
Subprogramme Joint Training¹				
Military professionally developed members and employees of the DOD	Number of learners on Joint Military Professional Programmes	3 651 learners on 165 programmes	3 705 learners on 165 programmes	3 900 learners on 180 programmes
	Number of learners on Youth Foundation Training Programme (YFTP) qualified to join the SANDF	250 YFTP learners	YFTP to be reviewed	YFTP to be reviewed

Table 11.2 Joint Support Programme - Output Details per Sub-programme for FY2007/08 to FY2009/10 (continued)

¹ In accordance with the recommendations of the DODW and subject to Ministerial approval, this subprogramme will become part of the "to be established" Human Resources Division.

Output	Performance Measure	Target		
		FY2007/08	FY2008/09	FY2009/10
Subprogramme Joint Training (continued)				
	Management of Joint Training Institutions	1 x Military Academy 1 x Defence Staff College 1 x War College 1 x SANDF College of Education and Training 1 x PSAP Training Wing 1 x Civic Education Centre of Excellence 1 x Warrant Officer Academy	1 x Military Academy 1 x Defence Staff College 1 x War College 1 x SANDF College of Education and Training 1 x PSAP Training Wing 1 x Civic Education Centre of Excellence 1 x Warrant Officer Academy	1 x Military Academy 1 x Defence Staff College 1 x War College 1 x SANDF College of Education and Training 1 x PSAP Training Wing 1 x Civic Education Centre of Excellence 1 x Warrant Officer Academy
Subprogramme Military Police				
Military policing capability to the DOD.	Number of military policing service units	4 x Regional HQs 22 x Area Offices 21 x Detachments 2 x Military Correctional Facilities	4 x Regional HQs 22 x Area Offices 21 x Detachments 2 x Military Correctional Facilities	4 x Regional HQs 22 x Area Offices 21 x Detachments 2 x Military Correctional Facilities
Training Capability	Number of learners and courses at the Military Police School	1 165 learners on 35 courses	1 165 learners on 35 courses	1 165 learners on 35 courses
Combal Capability	Number of provost companies	1 x company	2 x companies (One staffed by Reserves)	2 x companies (One staffed by Reserves)
Nodal Point on Anti-Criminality	Percentage decrease in the occurrence of crime in the DOD	10%	10%	10%
Subprogramme Service Corps^a				
Reskilling advice	Compliance with customers' requirements in terms of reskilling advice	Full compliance	Full compliance	Full compliance
A reskilling capability	Number of learners at the Advanced Training Institute	340 learners	400 learners	600 learners
A reskilling facilitation and employment assistance capability rendered by 8 Regional Offices	Facilitation of accredited training to exiting SANDF members who opt for skilling benefits	Full compliance with requirements	Full compliance with requirements	Full compliance with requirements
	Successful placement of the reskilled clients who request for employment assistance	65%	65%	65%

Table 11.2 Joint Support Programme - Output Details per Sub-programme for FY2007/08 to FY2009/10 (continued)

^a In accordance with the recommendations of the DODW and subject to Ministerial approval, this subprogramme will become part of the "to be established" Human Resources Division.

RISKS AND MITIGATING ACTIONS

The main risks confronting Joint Support remain related to maintenance and repair of facilities, vehicles and equipment, as well as the skill and experience level of personnel. The risk of unsafe and unstable ammunition still exists. The allocation of additional funding has contributed to increasing the rate of disposal, but the threat to personal safety and loss of life and property due to this situation will remain the most serious risk in the DOD. The establishment of an ammunition disposal plant to overcome the risk is still in the planning stage. The additional funding allocated for the maintenance and repair of facilities has increased but still remains below the amount required to significantly improve the steadily declining state of facilities in the DOD. This funding will continue to be used in conjunction with the long-term programme of the National Department of Public Works to upgrade state facilities.

The diversity and non-standardisation of information technology systems in the DOD as part of legacy continues to be a risk. This will eventually be solved by the phased implementation of information systems that serves the defence function and is also linked to the implementation of the National Information and Finance Management System (IFMS), which is still being developed. Funding continues to be directed to manage this risk, which largely entails maintenance of obsolete software and hardware to the detriment of other priorities.

SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

Due to continued underfunding, the Command and Management Information Systems (CMIS) Division will continue with the reduction of service levels with SITA in order to obtain products and systems support services within budget, satisfying transversal corporate priorities as first commitment. The services of the Information

Communication Technology (ICT) service providers will also continue to be scaled down, driven largely the increasing cost of goods and services universally experienced in the IT sector. Contractual obligations with regard to CMIS related services to the DOD will be executed, but further development in the IT and Internet environment will be limited. Although partial additional funding has been provided for information technology requirements, it remains insufficient to overcome the chronic backlog of services to sustain the Divisions output, with little or no funds to address critical aspects of renewal. This can be noted in the mismatch between the Departmental Enterprise Information System (DEIS) Master Plan and the allocated funds for renewal.

The Military Police Agency will continue to provide provost platoons at a lower level than required due to the high maintenance costs of the Mamba vehicle, inadequate structure and shortage of funds to staff and equip additional personnel. Although the new structure of the MPA was approved during December 2006, only a portion of the requirement was funded and funding therefore remains problematic, resulting in the MPA still not able to provide all the required outputs. The Military Police Agency still is not able to comply with the full requirement for investigating cases reported to the MPA, due to an inadequate structure in a number of areas as well as insufficient operating funds to procure sufficient functional D-vehicles to conduct investigations.

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The activities described in the following table are the most important in terms of improving service delivery of the Joint Support Programme during FY 2007/08. They stretch over a year and some are already in process. Some of the multi-year activities listed in the FY2006/07 Plan are also in process but are not repeated in this table.

Objective	Activities	Anticipated Benefit	Status
Integrated Logistic Management Capability.	Single point of responsibility for Logistics in the DOD	Reduction of the duplication of supply chain activities in the DOD	In process
	Rationalisation of supply chain activities within the DOD (Apr 07 - Dec 09)		
Integrated Supply Support Capability	Establishment of a codification training facility to train DOD members to execute the codification functions at all levels in the DOD	Services will be able to execute this core function themselves.	In process
	The establishment of a task team within the DOD to implement and manage the accrual accounting changes required within the Department by National Treasury	The DOD will become compliant with the National Treasury requirements for the submission of Annual Financial Statements. The DOD will be able to give satisfactory answers to SCOPA in respect of the standards of asset management in the DOD	In process

Table 11.3 Joint Support Programme - Performance and Service Delivery Improvement



SPECIAL DEFENCE ACCOUNT

PURPOSE

The Special Defence Account Programme provides for special defence activities as well as the authorised acquisition of main equipment and associated services

FINANCIAL RESOURCES

The Medium-Term Expenditure Framework (MTEF) allocation to and estimates for the Special Defence Account Programme are reflected per sub-programme in Table 12.1 below.

Measurable objective: Meet the department's needs by acquiring and maintaining appropriate defence equipment and through activities that meet Government's requirements

<i>Divisional Objectives</i>	<i>FY2007/08 ('000)</i>	<i>FY2008/09 ('000)</i>	<i>FY2009/10 ('000)</i>
Procurement Services	3 223 367	4 106 902	5 237 326
Strategic Defence Procurement	4 515 424	4 274 530	1 498 912
Operating	969 815	1 043 520	1 415 271
Intelligence Related	302 937	346 111	405 587
Total	9 011 543	9 771 063	8 557 096

Table 12.1 Special Defence Account Programme - Allocations for FY2007/08 to FY2009/10

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OUTPUTS

The outputs for these programmes are reflected per sub-programme in Table 12.2 below.

<i>Sub-Programme</i>	<i>Output</i>	<i>Performance Measures</i>	<i>Target</i>
Landward Defence	Acquisition, Procurement and Project Management Services for the SA Army	Percentage of Project Milestones achieved	95 %
		Percentage of budget expenditure	95 %
Air Defence	Acquisition, Procurement and Project Management Services for the SAAF	Percentage of Project Milestones achieved	95 %
		Percentage of budget expenditure	95 %
Maritime Defence	Acquisition, Procurement and Project Management Services for the SA Navy	Percentage of Project Milestones achieved	95 %
		Percentage of budget expenditure	95 %
SA Military Health Service	Acquisition, Procurement and Project Management Services for SAMHS	Percentage of Project Milestones achieved	95 %
		Percentage of budget expenditure	95 %
Joint Support	Acquisition, Procurement and Project Management Services for Joint Support	Percentage of Project Milestones achieved	95 %
		Percentage of budget expenditure	95 %
Command and Management Information Systems	Acquisition, Procurement of main equipment and technology for CMIS	Percentage of Project Milestones achieved	95 %
		Percentage of budget expenditure	95 %
Defence Intelligence	Acquisition, Procurement and Project Management Services for Defence Intelligence	Percentage of Project Milestones achieved	95 %
		Percentage of budget expenditure	95 %
Technology Development	Landward, Maritime, Air-Operations, Special Operations, Electronics and Support Operations Scientific, Engineered Technology Support (SET)	Percentage of cash flow to DRI and DERI investment	95 %
		Percentage of DERI funded by technology investment	50 %
	To maintain specialized facilities, test ranges and laboratories	Percentage technological upgrade of T & E facilities	7 %
	To create greater collaboration between the DOD and Universities and Technicons via basic research	Percentage HDI students involved in post-graduate studies	56 %

Table 12.2 Special Defence Account Programme - Output Detail Per Sub-Programme for FY2007/08

RISKS AND MITIGATING ACTIONS

The most important risk towards the effective and efficient expenditure of the SDA allocation in support of acquisition/upgrade/technology requirements is the inability of industry to realise 100% cash flow in the acquisition contracts administered by Armscor due to a lack of manufacturing capacity and competent personnel. A related risk is the erosion of our industrial technology base as the defence capital budget diminished over time. The DOD is addressing this through a joint initiative with the Departments of Public Enterprises, Trade and Industry, and Science and Technology as well as AMD. The initiative has the following aims:

- To review the acquisition policy of the DOD, if required, to better support our local Defence-Related Industry (SADRI). Specific involvement in applied technology programmes and the delineation of the strategic industry component of SADRI should ensure more effective participation in scheduled acquisition/upgrade programmes. Exploitation of defence industrial participation opportunities should further enhance local industrial opportunities to participate in the production of new equipment and its cost-effective through-life support.
- To develop a defence industry sector strategy that will result in optimised local participation in relevant new acquisition projects

- To increase investment into the maintenance and development of an appropriate industrial technology base, with specific emphasis on areas that are deemed strategically essential to the SANDE.

The establishment of the Matériel Division has the intent to implement a life-cycle management approach to defence equipment. Revised acquisition processes will thus focus renewed attention to accurately defining requirements specifications, the development of appropriate value systems and negotiating strategies, enhanced contractual processes and procedures to ensure value for money, qualification and certification of new as well as existing military systems and strictly controlling requirements baselines during project execution. Furthermore, specific effort will be expended by the DOD to ensure compliance to contracted functional performance and timescale compliance, as the phasing-in of new equipment is inextricably linked to the phasing out of in-service capabilities. The management of client-furnished equipment will also be formalised on all projects.

PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The sub-programmes of the Special Defence Account Programme intend to improve their performance and service delivery as indicated in Table 12.3 below.

Objective	Activities	Planned Management Intervention	Anticipated Benefit	Status
To exercise greater control in the execution of acquisition.	Improve the process for authorisation of projects	Implementation of the Matériel Division and revised Armaments Acquisition Policies and Procedures Tightened control over functional performance and time compliance on all projects	Maximised operational capabilities delivered in a timely manner, with extended technological life available to Defence	In process

Table 12.3 Special Defence Account Programme: Performance and Service Delivery Improvement Initiatives: FY2007/2008

ABBREVIATIONS

ABET	Adult-based Education and Training
AFB	Air Force Base
AFRS	Air Force Reserve Squadron
AO	Accounting Officer
Arty	Artillery
ATR	Area Territorial Reserve
AU	African Union
BSC	Balanced Scorecard
C ²	Command and Control
CADSP	Common African Defence and Security Policy
CAS	Crime Administration System
CHA	Concurrent Health Assessment
CI	Counter-intelligence
C ³ IRS	Command and Control, Communications, Computers, Information, Intelligence, Infrastructure, Reconnaissance and Surveillance
CJ Ops	Chief of Joint Operations
CMIS	Command and Management Information Systems
COD	Council on Defence
CPX	Command Post Exercise
CSANDF	Chief of the South African National Defence Force
DEIS	Departmental Enterprise Information System
DFA	Department of Foreign Affairs
DI	Defence Intelligence
DOD	Department of Defence
DODW	Departmental Organisational Development Workgroup
DPBEC	Departmental Plan and Budget Evaluation Committee
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DRC	Democratic Republic of the Congo
DSC	Defence Staff Council
EIS	Enterprise Information System
EMS	Environmental Management System
ENE	Estimate of National Expenditure
EO and AA	Equal Opportunities and Affirmative Action
ETD	Education, Training and Development

EX	Exercise
FASC	Financial Accounting Service Centres
FOSAD	Forum of South African Directors General
FD	Force Design
FET	Further Education and Training
FMD	Financial Management Division
FMS	Financial Management System
FSE	Force Structure Element
FTX	Force Training Exercise
G&A	Governance and Administration
GITO	Government Information Technology Officer
GRAP	Generally Recognised Accounting Practice
HF	High Frequency
HQ	Headquarters
HR	Human Resource
ICT	Information and Communications Technology
IFMS	Information and Finance Management System
IG	Inspector-General
IRPS	International Relations, Peace and Security
ISO	International Standards Organisation
IT	Information Technology
IW	Information Warfare
JARIC	Joint Air Reconnaissance Information Centre
JCPS	Justice, Crime Prevention and Security
JCSD	Junior Command and Staff Duties
JDP	Joint Defence Publication
J Sup	Joint Support
LCAMPS	Leadership, Command and Management Principles
MAAC	Military Attaché and Advisor Corps
MAOT	Mobile Air Operations Team
MCC	Military Command Council
MEM	Mobility Exit Mechanism
Mot	Motorised
MOU	Memorandum of Understanding
MP	Military Police
MRL	Multiple Rocket Launcher
MSDS	Military Skills Development System
MSF	Mission Success Factors
MTEF	Medium-term Expenditure Framework
MTSF	Medium-term Strategic Framework
NEPAD	New Partnership for Africa's Development



abbreviations

NGOs	Non-governmental Organisations
NQF	National Qualifications Framework
OLMEE	Au Liaison Mission in Ethiopia and Eritrea
OOTW	Operations Other Than War
OSIS	Operational Support Information System
Para	Parachute
PDSC	Plenary Defence Staff Council
PFMA	Public Finance Management Act
PPF	Partnership for Peace
PME	Prime Mission Equipment
PSA	Public Service Act
PSAP	Public Service Act Personnel
PWD	Public Works Department
R&D	Research and Development
RSA	Republic of South Africa
SAAF	South African Air Force
SADC	Southern African Development Community
SAI	South African Infantry
SAMHS	South African Military Health Service
SAN	South African Navy
SANDF	South African National Defence Force
SAPS	South African Police Service
SAQA	South African Qualifications Authority
SBP	Strategic Business Plan
SCAMP	Strategic Capital Acquisition Master Plan
SDP	Strategic Defence Package
SG	Surgeon General
SITA	State Information Technology Agency
SLA	Service Level Agreement
STFEP	Short-term Force Employment Plan
Svcs	Services
Tbd	To be determined
Tech	Technical
TR	Treasury Regulations
Trg	Training
TSC	Technical Service Centre
UK	United Kingdom
UN	United Nations
UNMEE	UN Mission in Ethiopia and Eritrea
URTU	University Reserve Training Units
VIP	Very Important Person
YFTP	Youth Foundation Training Programme