



# DEFENCE IN A DEMOCRACY



## DEPARTMENT OF DEFENCE

Strategic Business Plan FY2004/05 to FY2006/07



**Major "Midnight" Mbhokota became the first black fighter pilot in the SA Air Force in 1997.**

**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 - MR M.G.P. LEKOTA

This year, the world joins South Africa in celebrating 10 years of freedom, a major milestone since 1994 when we closed the Apartheid chapter of our history. Together with other departments in Government we will not only celebrate, but also soberly reflect on and review our successes and challenges for the decade to come.

The year 2004 is also a major milestone for our Department. We celebrate ten years of the creation and transformation of the South African National Defence Force into a truly South African and representative force.

Through the Defence Secretariat we have also operationalised the political imperatives of civil oversight, optimum performance, sustainability and accountability.

We now have a defence force serving of all the people of our country, accountable to the country, capable both of defending our territory, and supporting foreign policy initiatives to ensure peace and security throughout the continent of Africa.

Training and skills development are key concepts in the way forward for the Department. In dealing with these processes, we continue to be guided by our policies on the promotion of equal opportunities, affirmative action and gender equity.

Our Strategic Business Plan therefore is the centrepiece of our commitment to optimum performance to achieve clear departmental objectives and to ensure our alignment with national strategy. From year to year our stakeholders can judge our commitment to good governance and accountability.

I hope that every individual in the Department of Defence, both uniformed and civilian, will embrace this plan as part of his or her future.

Finally, I would like to state that I am deeply indebted to the Deputy Minister, the Secretary for Defence, the Chief of the South African National Defence Force, and all the members of the Department for their hard work, dedication and loyalty during the past year.

A handwritten signature in black ink, appearing to read "Lekota", with a stylized flourish at the end.

(MOSIUOA LEKOTA)  
MINISTER OF DEFENCE

# FOREWORD BY

## THE HONOURABLE DEPUTY MINISTER OF DEFENCE - MS N.C. MADLALA-ROUTLEDGE

As South Africa prepares to celebrate ten years of freedom, peace and democracy, all our State departments are expected to evaluate their performance in terms of the reconstruction and development of our country. The Department of Defence (DOD) has participated in the Ten Year Review and has assessed its successes and shortcomings in the delivery of an effective defence for a democratic South Africa.

Despite many challenges still facing the DOD, we are proud of the steady progress we have made towards the transformation of the national agenda and in our efforts to build an organisation that reflects the values and ethos of our Constitution. We have endeavoured to ensure that we do this in a manner that does not compromise the integrity, values and combat readiness of our National Defence Force.

The implementation of the long-term HR Strategy 2010 has been designed to introduce a new service dispensation with a view to rejuvenating the SANDF and building the Reserve Force, while presenting opportunities to the South African youth to acquire skills that will equip them for the job market and build them as responsible South African citizens.

As part of providing a well-prepared, capable and mission-ready National Defence Force, we have paid attention to issues of health. We have done this through ensuring regular comprehensive health assessments as well as paying attention to assessing and strengthening our interventions in the fight against HIV/AIDS, malaria and other communicable diseases.

In support of national foreign policy, the DOD has participated in various peace and humanitarian support missions in Africa and other parts of the world and has contributed to the objectives of NEPAD. An average of over three thousand South African troops have been deployed in these missions.

Humanitarian and peace-support missions, by their nature, cannot be planned and budgeted for in advance, but we are ready to be called on to provide such missions.

Although the greater involvement of the DOD in support of foreign policy has brought about huge financial challenges, we are proud of the efforts made by the Department to embark on the process of reprioritising its business in an endeavour to stay within the budget allocation. However, it is essential that we continue to press for closer attention to the defence budget allocation to ensure that it matches the increased responsibilities. It is essential that we maintain a broad national consensus on defence needs to ensure that the SANDF is organised, equipped, prepared and funded in accordance with these needs.

The strategic business plan is a crucial document with which we present our future plans and it forms the basis on which we evaluate our progress and setbacks. It is important that all members familiarise themselves with its content and contribute effectively to the implementation of the strategy.

As South Africa celebrates ten years of peace, democracy and good leadership, we are proud of the contribution of our women and men in uniform. I commend all members of the Department of Defence who have put their shoulders to the wheel in the service of our people and Africa.



(NOZIZWE MADLALA-ROUTLEDGE)  
DEPUTY MINISTER OF DEFENCE



# OVERVIEW



The Department of Defence (DOD) is responsible for the defence and protection of the Republic of South Africa against any military threat, thereby enhancing national, regional and global security. The capabilities required to execute its primary role also allows it to render secondary services in support of and in co-operation with other State departments.

The DOD consists of the Defence Secretariat and the South African National Defence Force (SANDF) headed by the Secretary for Defence and the Chief of the SANDF (CSANDF) respectively. The Defence Secretariat, which is largely a civilian component, is responsible for formulating policy and providing strategic direction to ensure alignment between the DOD and Government policies, financial administration, acquisition of armaments in the DOD, and ensuring adherence to legislation, instructions and regulations.

The SANDF, which is the military component, is structured, equipped and prepared to defend South Africa against military aggression. In an endeavour to promote peace within the Southern African Development Community (SADC) and Africa as a whole, the SANDF currently deploys the equivalent of three battalions in peace-support operations in countries such as Burundi and the Democratic Republic of Congo (DRC). This is three times the number proposed in the Defence Review. Although these deployments provide excellent experience for the SANDF, it puts additional strain on a limited budget and particularly on the maintenance of facilities and equipment. This will have to be carefully managed during the year.

The renewal of main equipment for the Air Force and Navy is proceeding well and will continue during this year. The operationalisation of these systems is a major challenge facing the DOD over the next number of years.

The Human Resources Strategy 2010 will continue to be implemented during this year, with the advantage of not

only rejuvenating the HR component of the DOD, but also providing additional employment opportunities for young people. The continued absence of an exit mechanism is, however, hampering this process.

The main challenge facing the DOD in the immediate future is the expansion of responsibilities without a proportionate increase in funds. Examples of these responsibilities are the proliferation of Memoranda of Understanding (MOU), growing involvement in peace - support operations, NEPAD initiatives, regional security structures and other agreements that need to be serviced at a cost. In order to focus on its priorities, the DOD will continue with the phased withdrawal from internal roles such as routine deployments in support to the South African Police Service (SAPS). This will eventually release funds, which can then be redirected to other priorities.

This plan reflects the strategy and objectives necessary to ensure that the SANDF remains a valuable instrument of State and continues to contribute fully towards the achievement of Government's domestic and foreign policy objectives.

Handwritten signature of S. Nyanda in black ink.

(S. NYANDA)

**CHIEF OF THE SOUTH AFRICAN NATIONAL  
DEFENCE FORCE: GENERAL**

Handwritten signature of J.B. Masilela in black ink.

(J.B. MASILELA)

**SECRETARY FOR DEFENCE: DIRECTOR-GENERAL**



The DOD intensified its efforts in promoting security, peace and stability on the African continent in support of the New Partnership for Africa's Development (NEPAD).

This was evidenced by the deployment of members of the SANDF to peace missions in Countries like Burundi, the Democratic Republic of Congo (DRC), Ethiopia and Eritrea.

A stable and peaceful continent promotes growth and prosperity in South Africa.



# STRATEGIC PROFILE AND DEFENCE OBJECTIVES



## INTRODUCTION

The basis of the strategic business plan of the Department of Defence (DOD) is the strategic guidelines emanating from the Cabinet *Makgotla*, Parliament, the prevailing strategic environment, and priorities identified by the the Minister of Defence and the clusters (International Relations, Peace and Security - IRPS, Justice, Crime Prevention and Safety - JCPS, and Governance and Administration - G & A). The operationalisation of those guidelines depends largely on the budget allocation for the DOD over the Medium-term Expenditure Framework (MTEF) period.

Given the complex and contingency-driven nature of the defence function, it is always a daunting task to credibly and realistically predict the future for which the DOD has to prepare. It is against this background that the constitutional obligations of the DOD, particularly the South African National Defence Force (SANDF), and the guidelines captured in the Defence Review (1998) are consistently used to determine whether or not the DOD is capable of delivering on its mandate. Furthermore, the DOD is constantly confronted with a dual challenge of extremely high prices and extended planning periods (usually thirty years) required for capital acquisition of modern weapon systems. It is therefore critically important that there is a predictable budgetary allocation to the Department, which will be sufficient for sustainment of the SANDF forces. While the DOD currently operates in a 'peacetime' mode, it has to be prepared to launch successful and sustainable operations when ordered to do so. Full funding of all ordered operations is absolutely vital if the SANDF's long-term sustainability is not going to be eroded to fund current operations e.g. peace-support operations.

## MANDATE OF THE DEPARTMENT OF DEFENCE (DOD)

The Constitution, the Defence Act, the White Paper on Defence and the Defence Review mandate the DOD. These statutes and policies guide the execution of the defence function of the DOD.

## VISION

**The Department of Defence ensures, in accordance with the Constitution, effective defence for a democratic South Africa, enhancing national, regional and global security through balanced, modern, affordable and technologically advanced defence capabilities.**

## MISSION

**To provide, manage, prepare and employ defence capabilities commensurate with the needs of South Africa, as regulated by the Constitution, national legislation, and parliamentary and executive direction.**

## MISSION SUCCESS FACTORS

In order to achieve the mission of the DOD it is essential that it be managed strategically. As part of this process, certain factors were identified that are fundamental to achieving success. 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 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, strategic and business plans are to be drawn up 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 DOD's forces are 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 OUTCOMES<sup>1</sup>

If the DOD delivers all the outputs that are specified in this plan it will, in co-operation 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 advanced.

## MINISTER OF DEFENCE'S OUTCOMES

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

- **Defence Against Aggression.** Successful defence of South Africa's sovereignty and territorial integrity against potential external military aggression or threat.
- **Promoting Peace and Security.** External deployment of forces that enhances regional stability.
- **Support to the People.** Support to other departments when requested, thereby contributing to the protection and well-being of the country's people and resources.

## MINISTER OF DEFENCE'S PRIORITIES

The Minister of Defence has identified the following as priorities for FY2004/05:

- To provide support for Government's diplomatic drive/initiatives in Africa.
- To promote regional security in the form of peace missions, including post-conflict reconstruction.
- To restore and maintain the conventional defence capabilities of the SANDF.
- To systematically reduce the SANDF's routine internal deployments to zero by 1 April 2009.
- The following critical challenges in Human Resource (HR) Strategy 2010 must be given priority:
  - Determine the size and the composition of the required intakes, to ensure that Government's objectives with respect to peace-support operations are achieved, and the conventional reserves are sufficiently provided to ensure continuity in their ranks.
  - Rejuvenate the SANDF HR composition.
  - Implement the new way that members serve in the SANDF.
  - The "One Force Concept" must be used for force development and force employment to adequately resource and utilise both the regulars and reserves.
  - Right-size the DOD.

## ALIGNMENT WITH CABINET PRIORITIES

The DOD is a member of three groups of Government departments referred to as clusters, each headed by an Inter-ministerial Committee. The clusters to which the DOD belongs are the Justice, Crime Prevention and Safety (JCPS) Cluster, the International Relations, Peace and Security (IRPS) Cluster and the Governance and Administration (G & A) Cluster. The DOD's Strategic Plan therefore makes provision to meet its own objectives and to contribute towards the achievement of the priorities of the clusters to which it belongs.

## STRATEGIC FOCUS

Over the next decade the DOD will focus on acquiring the optimal level of competencies, technology and organisational structure as allowed for by the MTEF allocation. Over the medium term, the strategic focus of the DOD will be

- to create an affordable and sustainable force

<sup>1</sup> Outcomes are defined by the National Treasury as "the end result that government wants to achieve and refer particularly to changes in the general state of well-being in the community."

- design and structure;
- to introduce the new weapon systems into operation, bearing in mind the challenges posed by its cost and complexity;
- to meet the DOD's approved and funded obligations;
- to provide support for Government's diplomatic initiatives in Africa;
- to promote regional security in the form of peace missions, including post-conflict reconstruction; and
- to systematically reduce the SANDF's internal deployments to be completed by 1 April 2009.

The short-term focus of the DOD will be on

- preparing defence capabilities;
- employing defence capabilities to meet operations and commitments ordered by Government; and
- the restructuring of the Department of Defence.

## STRATEGIC OBJECTIVES

During the transformation of the DOD, success in 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 precepts 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 SANDF 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 and are reflected in their performance agreements. These objectives are pursued through the Defence Secretariat and the SANDF.

## FUNCTIONS OF THE SECRETARY FOR DEFENCE

In terms of section 8 of the Defence Act, (Act 42 of 2002), the Secretary for Defence in his capacity as the Head of



Department, the Accounting Officer for the Department and the Principal Departmental Adviser to the Minister of Defence on defence policy matters, is responsible for:

- Advising the Minister on any matter referred to the Secretary for Defence by the Minister.
- Performing any function entrusted by the Minister to the Secretary for Defence, in particular those necessary or expedient to enhance civil control by
  - Parliament over the DOD;
  - parliamentary committees having oversight over the DOD; and
  - the Minister over the DOD.
- Providing the SANDF with comprehensive instructions regarding exercise of any power delegated or the performance of any duty assigned to members by the Secretary for Defence as Head of Department and Accounting Officer of the DOD.
- Monitoring compliance with policies and directions issued by the Minister of Defence to the SANDF and reporting thereon to the Minister.
- Ensuring discipline of, administrative control over and management of employees, including effective utilisation and training.
- Instituting departmental investigations as may be provided for in law.
- Ensuring an efficient and effective department, administered within the precepts of the law and Government policy.

## FUNCTIONS OF THE CHIEF OF THE SANDF

In terms of Section 14 of the Defence Act (Act 42 of 2002) the Chief of the SA National Defence Force

- is the principle adviser to the Minister on any military, operational and administrative matter within the competence of the Chief of the SA National Defence Force;
- must comply with any direction issued by the Minister under the authority of the President as contemplated in section 202(2) of the Constitution;
- is responsible for formulating and issuing military policy and doctrines;
- must execute his command by issuing orders, directives and instructions, and by giving commands;
- is responsible for the direct management and



- administration of the Defence Force in an effective way, including the effective utilisation and the education, training and development of all members of the Defence Force, and employees of the Department where so required by the Secretary for Defence;
- is responsible for the execution of approved programmes of the budget for the Defence Force;
- must supply the Secretary for Defence with such information with regard to the Defence Force as may be requested by the Secretary for Defence;
- is responsible for the deployment of the Defence Force in accordance with an authorisation in terms of section 201(20) of the Constitution and section 18 (1) of the Defence Act;
- is responsible for the training of members of the Defence Force to act in accordance with the Constitution and the law, including customary international law and international agreements binding on the Republic;
- must conduct appropriate military operations in defence of South Africa, its citizens and interests; and
- must conduct operations other than war in support of other relevant and approved national goals and objectives.

Whilst exercising command and control over the South African National Defence Force, the Chief of the South African National Defence Force is accountable to the Minister of Defence for the following:

- To meet all scheduled and ordered defence commitments as specified in the DOD Strategic Business Plan.
- To ensure that the defence capabilities as specified in the DOD Strategic Business Plan for FY2004/05 are contingency ready and cost-effective subject to the constraints imposed by the Defence Vote for FY2004/05 and its medium-term projection.
- To ensure, in accordance with the provisions of the Constitution, the Public Finance Management Act (Act 1 of 1999) (PFMA) and Treasury Regulations (TR), that
  - the system of financial management and internal control established for the DOD is carried out within the SANDF;
  - the resources of the SANDF are used efficiently, effectively, economically and transparently;

- the management and safeguarding of assets within the SANDF receives priority; and
- over- and under-spending and unauthorised, irregular, fruitless and wasteful expenditure do not occur.

## FUNCTIONS OF THE SANDF

The Constitution of the Republic of South Africa, (Act 108 of 1996) provides that the Defence Force may be deployed for service in

- the defence of the Republic for the protection of its sovereignty and territorial integrity;
- compliance with the international obligations of the Republic with regard to international bodies and other states;
- the preservation of life, health or property;
- the provision or maintenance of essential services;
- the upholding of law and order in the Republic in co-operation with the South African Police Service (SAPS), under circumstances set out in law, where the SAPS is unable to maintain law and order on its own; and
- support of any department of State for the purpose of socio-economic upliftment.

The SANDF is supported in the execution of its functions by the divisions that report to the Secretary for Defence, which are responsible for the administration of the DOD.

## DEFENCE OUTPUTS<sup>2</sup>

**Overview.** The DOD spends a great deal of time preparing for various contingencies (or 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 in accordance with its plans 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 overall outputs of the DOD, primarily through the SANDF, can be categorised as primary outputs and secondary outputs. The outputs of individual divisions and services are described in their respective strategic business plans as indicated from Chapters 4 to 11.

**Primary Outputs.** The primary outputs provided by the DOD to Government are as follows:

- Defence commitments which include

<sup>2</sup> 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".

- 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.

**Secondary Outputs.** In addition, other defence outputs include the following:

- Cryptographic security services for Government departments.
- Administering the National Key Points Act.
- The National Codification Bureau.
- Defence Diplomacy. To achieve a reasonable level of Defence Diplomacy through the following:
  - **Defence Attachés.** The placement and control of defence attachés.
  - **Memoranda of Understanding (MOUs).** The preparation and servicing of defence-related MOUs.
  - **Participation in International and Regional Defence Structures.** Active participation in the defence structures of the United Nations (UN), the African Union (AU) and the Southern African Development Community (SADC).
- International obligations. The honouring of the international obligations of the DOD according to international agreements such as:
  - Search-and-rescue operations.
  - Hydrography.
- Defence-related policy advice.
- Ministerial services.

## DEFENCE PROGRAMMES

The outputs of the DOD are executed through the following Programmes:

- Defence Administration
- Landward Defence
- Air Defence
- Maritime Defence
- Military Health Service
- Defence Intelligence
- Joint Support
- Command and Control
- Special Defence Account

## AFFORDABILITY AND SUSTAINABILITY

The mandate of the DOD, as already indicated, derives



from the Constitution, national legislation, the White Paper on Defence and the Defence Review. All these policy documents 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 co-operation and peace-support operations in Africa." The predicted role in peace-support operations has far outstripped the originally anticipated level of involvement. Thus, the DOD has had to continuously balance the dual responsibility of preparing for defending the country and its people, while at the same time increasingly getting involved in peace-support operations. Since the guidelines provided by the Defence Review could not be afforded, 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.

## DEPARTMENTAL VALUES

The DOD's value system is based on individual values, codes of conduct and unit cohesion.

**Individual Values.** The DOD has identified seven important individual values deemed essential to ensure organisational success. These are

- patriotism;
- loyalty;
- human dignity;
- professionalism;
- integrity;
- leadership; and
- accountability.

**Codes of Conduct.** Codes of conduct were developed and signed by all members, civilian and military, of the DOD in 2000. These codes are a self-regulating mechanism and if adhered to, will have a markedly positive effect on the conduct of the DOD's members.

**Unit Cohesion.** The SANDF uses numerous symbols and practices to bind the members of the organisation to its vision, mission and objectives. Part of the transformation process has been the implementation of new rank insignia, dress regulations and unit badges, supplemented by cultural and gender awareness programmes to





The Department of Defence ensures effective defence for South Africa, contributes to the promotion of security, mainly in the region, and supports the people of South Africa with its inherent capabilities.

# CORPORATE STRATEGY



## INTRODUCTION

The primary aim of the DOD corporate strategy is to establish a corporate strategic intent for the execution of the DOD's core business, which is to provide effective defence for a democratic South Africa. The Department's corporate strategy is based on the military strategy, and supported by the business strategy. The military strategy has three main sub-strategies, namely, the 'provide forces strategy', 'employ forces strategy', and the 'force support strategy'.

## BUSINESS STRATEGY

The aim of the DOD business strategy is the compilation, integration and alignment of existing strategies, plans and initiatives to ensure the effective, efficient and economic implementation and execution of the military strategy.

The business strategy of the DOD consists of those strategies, plans and measures taken to ensure

- that the military forces are properly supported, equipped, maintained and administered whilst in barracks and when deployed on missions of any nature;
- alignment with the policies and priorities of Government in respect of governance and administration;
- the economic, effective and efficient utilisation of resources and to improve accountability; and
- the continuous improvement of the quality of DOD personnel, equipment and facilities.

The business strategy therefore enables the execution of the military strategy and its sub-strategies. The various substrategies of the business strategy will be promulgated and implemented during FY2004/05. One of the prominent substrategies is the DOD Human Resource (HR) Strategy 2010.

## HUMAN RESOURCES STRATEGY 2010

The aim of the DOD HR Strategy 2010 is to ensure the availability of the right quantity and quality of human resources in the right places at the right times, 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 Reserve Force.
- 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.

It is imperative that specific projects or interventions support existing policy and institutional frameworks in order to improve service delivery and efficiency.

## THE MILITARY STRATEGY

### BACKGROUND

The military strategy of South Africa is derived from the Constitution, the Defence Review, the White Paper on Defence and the National Security Strategy of the



Government. The national security strategy is derived from implied national interests, the objectives of Clusters, which include the New Partnership for Africa's Development (NEPAD). The need to actively promote peace and security in the region is therefore a key tenet of the Government's security strategy, which directs the DOD strategy.

## MILITARY STRATEGIC OBJECTIVES

The military strategic objectives are the ends that are to be achieved by the SANDF. The objectives are not prioritised and cover the full range of military and other ordered commitments. The objectives are as follows:

- **Defence Against Aggression.** The provision of self-defence in accordance with international law against any external threat of aggression, which endangers the stability of South Africa.
- **Promoting Security.** The provision of external deployment or support to enhance security in support of decisions by the executive.
- **Supporting the People of South Africa.** Supporting the population of South Africa in operations and activities other than war, 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 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 uses wartime and peacetime missions to direct the peacetime strategy for force preparation and to guide joint and combined force preparation and force employment for incidences of conflict. The concepts are as follows:

- **Mission-Essential Training.** The SANDF is to educate, train and develop its soldiers in the essential knowledge and skills required to perform the tasks necessary to accomplish its missions.
- **Mission-Trained Force.** A force prepared and supported to execute identified missions (within the parameters of the selective engagement concept).

- **Selective Engagement.** The concept of selective engagement indicates that the SANDF will execute all the prescribed missions, but will be selective in terms of the extent to which operations and tasks, emanating from these missions, will be performed. This concept implies that calculated risks will have to be taken. The Chief of the SANDF will advise the National Executive (the President and Cabinet), who ultimately decides on the extent of the operations.
- **Strategic Positioning.** The SANDF is willing to proactively establish a sound security environment, supported by influencing political and military foreign relations actions, and the pre-placement of appropriate military capabilities.

## MILITARY STRATEGIC CAPABILITIES

The capabilities of the SANDF constitute the means of the military strategy. The capabilities consist of the following strategic capabilities:

- C<sup>4</sup>IRS (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 have been prioritised in terms of risk. Risk, in this context, is defined as "an exposure to danger owing to the impact of the onslaught on the security of South Africa, and the probability of the onslaught being encountered by South Africa". The missions have been grouped into three priority classes. They reflect the tasks that are important to the DOD and Government at present. The missions are subject to constant review. The priority classes reflect the priorities for force preparation. The missions envisaged for the next ten years are indicated in Table 2.1 below:

**Table 2.1 Possible SANDF Missions: 2004-2014**

<i>Defence Against Aggression</i>	<i>Promoting Security</i>	<i>Supporting the People of South Africa</i>
<ul style="list-style-type: none"> <li>■ Show of Force</li> <li>■ Pre-emptive operations (within the limits of international law regulating the use of force)</li> </ul>	<ul style="list-style-type: none"> <li>■ Support military foreign relations</li> <li>■ Defence against an information onslaught</li> </ul>	<ul style="list-style-type: none"> <li>■ Maritime support</li> <li>■ Borderline control</li> <li>■ Co-operation with the South African Police Service</li> </ul>

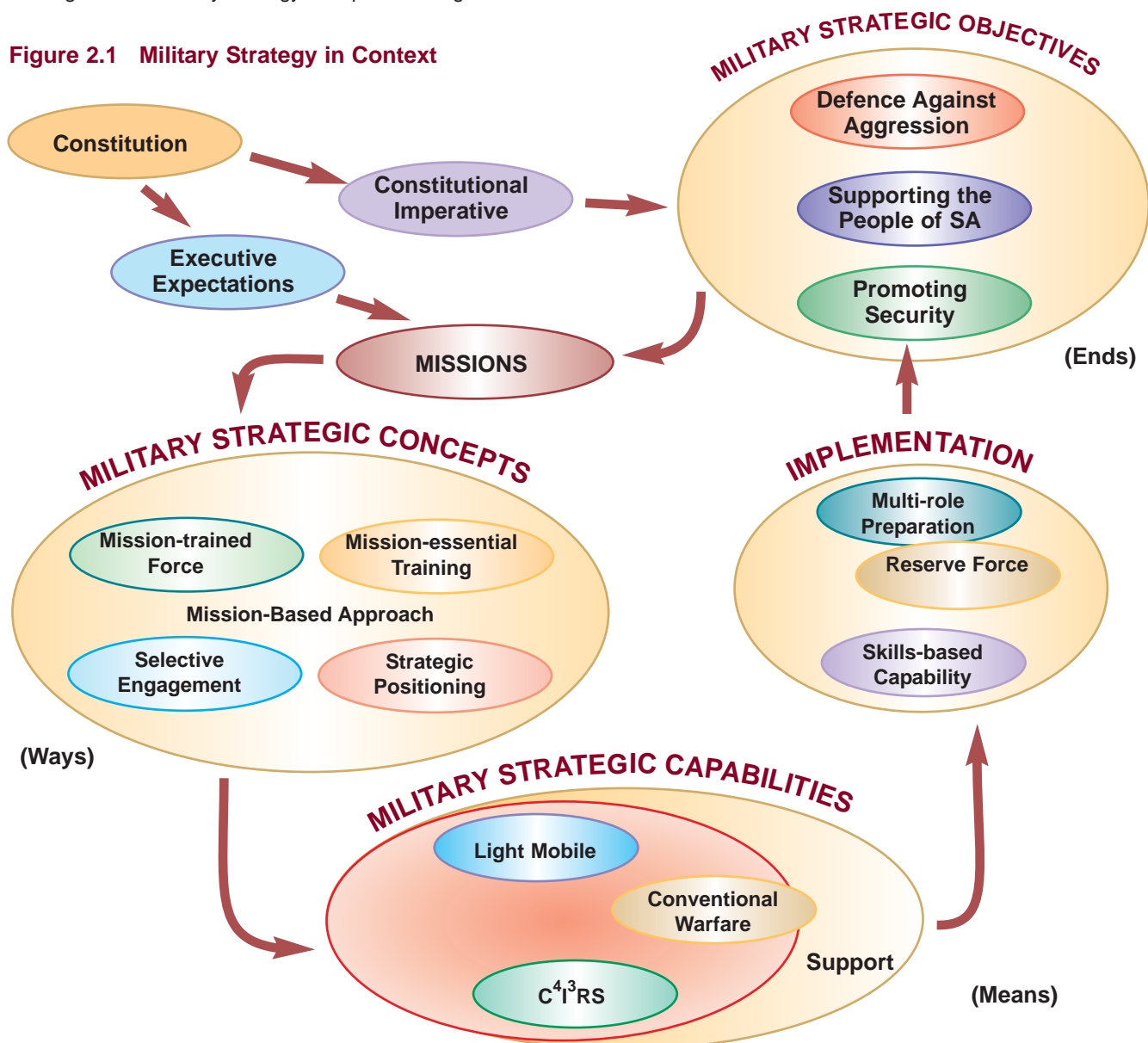


<i>Defence Against Aggression</i>	<i>Promoting Security</i>	<i>Supporting the People of South Africa</i>
<ul style="list-style-type: none"> <li>■ Repelling of conventional onslaught</li> <li>■ Repelling of unconventional onslaught</li> <li>■ Repelling of non-conventional onslaught</li> <li>■ Defence against an information onslaught</li> <li>■ Defence against a biological and/or chemical onslaught</li> <li>■ Special operations</li> <li>■ Protection of foreign assets</li> </ul>	<ul style="list-style-type: none"> <li>■ International, continental or regional peace-support operations including observers, peacekeeping, peacemaking, peace-building and peace-enforcement and humanitarian intervention, search and rescue, disasterrelief and humanitarian assistance</li> </ul>	<ul style="list-style-type: none"> <li>■ Search and rescue</li> <li>■ Disaster-relief and humanitarian assistance</li> <li>■ Support to government departments</li> <li>■ Air transport for diplomatic commitments</li> <li>■ Presidential tasks</li> <li>■ Presidential health support</li> <li>■ Maintenance of health status of members of the SANDF</li> </ul>

## THE MILITARY STRATEGY IN CONTEXT

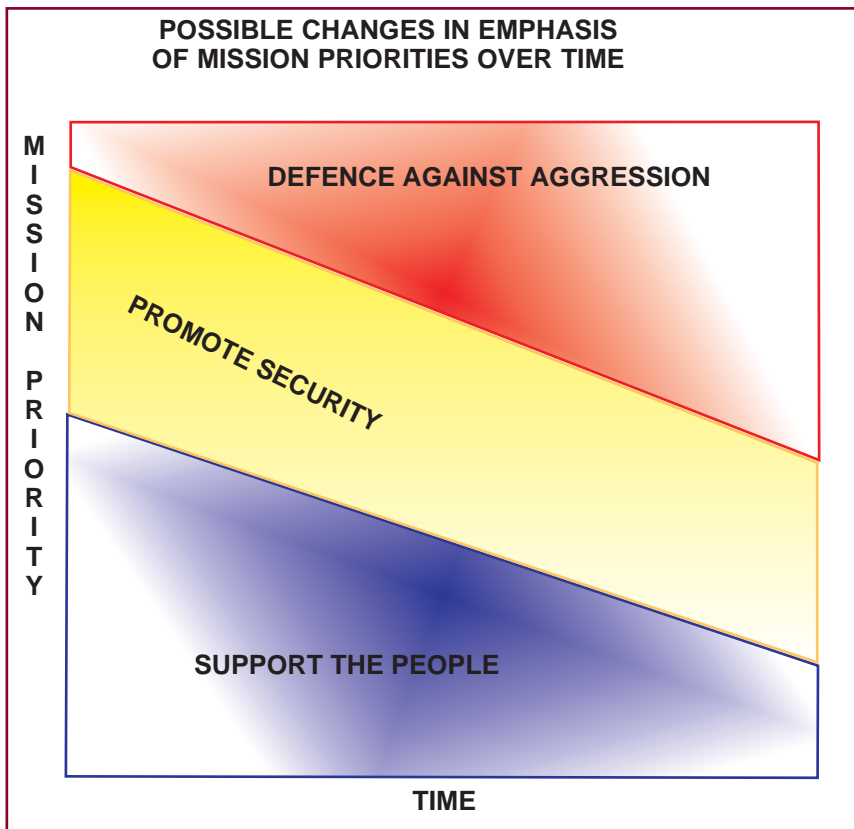
The logic of the military strategy is depicted in Figure 2.1 below.

**Figure 2.1 Military Strategy in Context**



This military strategy enables the DOD to comply with the demands of the uncertain environment. Flexibility is achieved through the utilisation of multi-role preparation, skills-based capability and the Reserve Force. 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 whole. The integration takes place through the implementation of the military strategy by means of the multi-role employment approach. Each of the entities should not be viewed as being the basis of separate force structures, but should be seen in an integrated fashion.

**Figure 2.2 Possible Changes in Emphasis of Mission Priorities Over Time**



The current emphasis is on the military strategic objective 'Support to the People'. Over time the emphasis should change to 'Defence Against Aggression', eg as a result of diminished internal commitments. 'Promote Security' will during the foreseeable time stay at the same intensity whilst 'Support to the People' should decline over time, particularly in terms of routine co-operation with the SAPS and borderline control.

## FORCE EMPLOYMENT STRATEGY

**Overview.** In contrast with its previous isolation, the SANDF now forms part of a larger defence community

with new challenges and opportunities, which necessitates a new approach to sub-regional defence. The NEPAD will challenge the SANDF to contribute to the success of these initiatives. The Force Employment Strategy aims to guide the SANDF on the conduct of operations in this new environment.

**Regional Priorities.** The sub-region is the focus of the SANDF with specific countries identified as key partners to enhance peace and prosperity in the region. The SANDF must contribute to the successful execution of the NEPAD, as its first priority and be guided by the approved objectives and priorities of the IRPS Cluster, in respect of other priorities. This, however, does not preclude the SANDF becoming involved in countries outside the sub-region.

### Approach to Force Employment.

The SANDF force employment strategy, which will be executed in three stages, is based on the following:

- A **multinational** approach aimed at the establishment, structuring, staffing, equipping, operating, exercising, sustaining and empowering of sub-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 Security'. The aim being to foster an environment of stability and security in the region to reduce the possibility of having to 'Defend against Aggression'.

All the above-mentioned approaches will be executed with a joint and/or multinational mission-trained task force comprising capabilities of all the services and divisions either supported by or in support of other role players. It is therefore imperative that a focussed effort should be maintained to co-ordinate all projects relating to the approved missions, to provide cost-effective solutions.

Furthermore, it is crucial that capability development should enhance interoperability between the SANDF and other forces in the sub-region to ensure effective multinational operations. Interoperability should therefore be addressed as a priority.

## FORCE PREPARATION STRATEGY

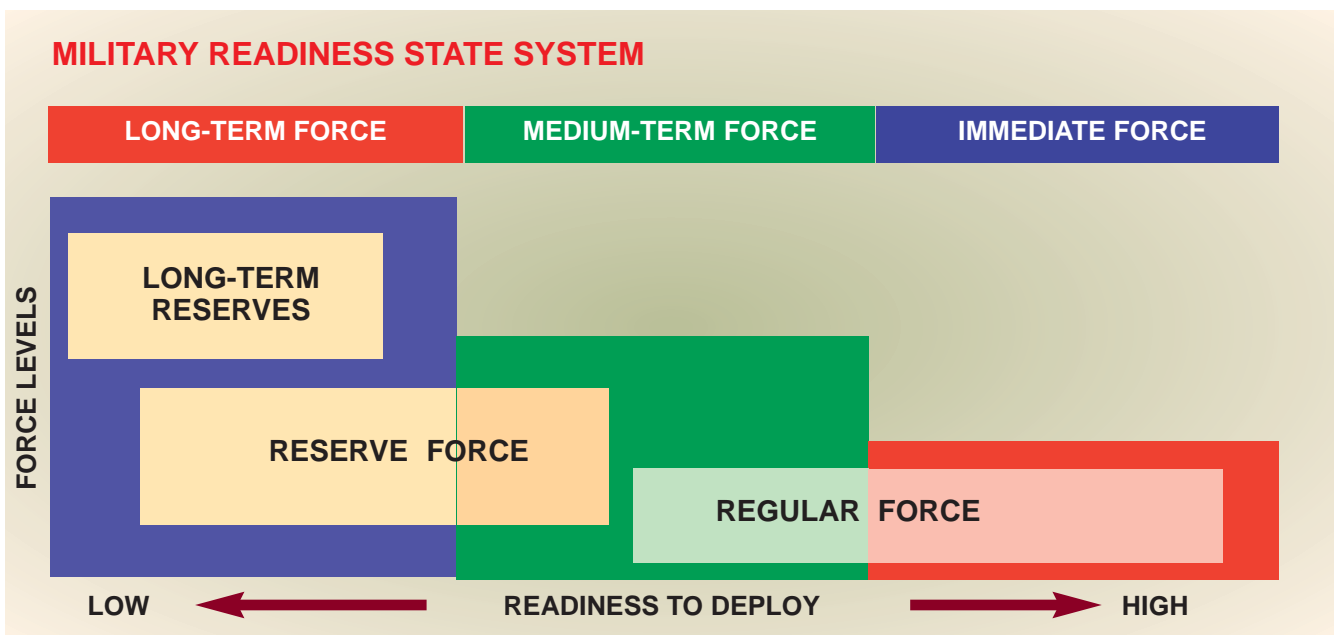
The defence capabilities of the SANDF will only be fully used in the event of a general war, which threatens the nation's sovereignty. There is thus no need to keep the entire force at a high level of readiness as the costs incurred cannot be fully justified and would in fact potentially be a fruitless expenditure. This principle has been recognised in both the Defence Review and the military strategy.

Currently, before committing forces for a general war, it is assumed that there will be a period of readiness preparation time (RPT) within a possibly longer political / military warning time. Large, fully trained, equipped and manned ready standing forces are deemed unnecessary. Armed forces are therefore split into three categories:

- Immediate forces for unexpected or sudden crises requiring a quick response.
- Medium-term forces where a crisis is either foreseen (and there is sufficient warning time to mobilise reserves) or where a crisis has escalated.
- Long-term forces that would only be fully mobilised in the event of a war of national survival.

This approach is illustrated in Figure 2.3 below. It will be noticed that the bulk of the forces are Reserve Force and that only a portion of the Regular Force is within the Immediate Forces category. Forces that are currently deployed or are preparing to deploy on a mission or are resting after a mission, are drawn from the Immediate Forces pool.

**Figure 2.3 Military Readiness State System**



The approach above informs the Force Preparation Strategy which aims to prepare the force required to execute the military strategy in an efficient and effective manner. Chief of Joint Operations specifies, on behalf of the Chief of the SANDF, the readiness states and force levels of the immediate forces.

## FORCE RENEWAL

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

- Human Resources Strategy 2010 Plan.
- System Information Strategic Plan.
- Strategic Capital Acquisition Master Plan.
- Logistic Strategic Plan.

Financial and other constraints necessitate extending force renewal over a relatively long period. This is entirely acceptable in the light of the number and nature of the missions foreseen for the SANDF in the short to medium term. The long-term sustainability of the SANDF will be maintained by restructuring the force in order to ensure that scarce resources are not inappropriately utilised whilst retaining the capability to expand in times of need and to meet current and foreseen future commitments.





The Department of Defence is the only Government department that has two directors-general. The Secretary for Defence is the Head of Department, the Accounting Officer and Principal Adviser to the Minister of Defence on defence policy matters. The Chief of the South African National Defence Force is the Principal Adviser to the Minister on any military, operational and administrative matters within the competence of the Chief of the Defence Force.

The separation of responsibilities facilitates civil oversight over Defence.

# ORGANISATIONAL MANAGEMENT



## INTRODUCTION

Following the completion of the Department of Defence's (DOD) formal transformation process on 1 April 1999, the DOD embarked on a comprehensive restructuring programme. This programme was to enforce the transformation and design principles developed during the transformation and re-engineering period. Transformation envisaged a future DOD organisation structure and post establishment functioning within the following macro-design concepts:

- The Ministry of Defence (MOD) as an integrated head office and headquarters.
- Task forces as intermediate level temporary force employment structures under task force commanders.
- Type formations as intermediate level force structures under formation commanders.
- Support formations as intermediate level force support structures under support formation commanders.
- Bases at unit level providing supporting structures for units and MOD offices in a specific geographical area.
- Combat and supporting units.

- Regionally decentralised offices as extension offices of the MOD and staff divisions.
- Service Centres.

In March 1999, the Minister of Defence approved, in principle, the creation of a staff establishment of 70 000 permanent and 17 000 review posts. Restructuring projects were completed in 2001 and only the Air Force and Human Resources (HR) Support Centre are still under review. A structural audit during 2001 revealed shortcomings with regard to the compliance of certain structures with the transformation and design principles, particularly the lack of the required organisational capacity necessary to enable the Secretary for Defence to fulfil his statutory obligations as Head of Department and Accounting Officer. To comply with the requirements of the Public Finance Management Act (PFMA) the DOD structure was revised and now provides for a Chief Financial Officer (CFO).

## POST STRUCTURE

The planned macro personnel strength for FY 2004/05 is 74 599, while a strength of 72 131 and 69 969 is respectively projected at the beginning of FY 2005/06 and

**Table 3.1 Authorised Posts and Actual Strength for Regular Force Members and Public Service Act Personnel (PSAP)**

<i>Programme</i>	<i>Group</i>	<i>Authorised Posts 15 Jan 04</i>	<i>Actual Strength 15 Jan 04</i>
Defence Administration	Regular Force	2 520	2 133
	PSAP	2 111	1 599
	Sub-total	4 631	3 732
Command and Control (Joint Operations)	Regular Force	1626	1188
	PSAP	173	88
	Sub-total	1 799	1 276



<i>Programme</i>	<i>Group</i>	<i>Authorised Posts 15 Jan 04</i>	<i>Actual Strength 15 Jan 04</i>
Landward Defence (SA Army)	Regular Force	31 993	28 159
	PSAP	7 319	5 260
	Sub-total	39 312	33 419
Air Defence (SA Air Force)	Regular Force	10 135	8 309
	PSAP	2 499	1 954
	Sub-total	12 634	10 263
Maritime Defence (SA Navy)	Regular Force	4 956	4 376
	PSAP	3 100	1 799
	Sub-total	8 056	6 175
Military Health Service (SAMHS)	Regular Force	7 244	5 596
	PSAP	1 985	1 864
	Sub-total	9 229	7 460
Defence Intelligence	Regular Force	1 561	574
	PSAP	361	97
	Sub-total	1 922	671
Joint Support	Regular Force	10 102	8 879
	PSAP	6 356	2 936
	Sub-total	16 458	11 815
<b>Department of Defence Totals</b>	<b>Regular Force</b>	<b>70 137</b>	<b>59 214</b>
	<b>PSAP</b>	<b>23 904</b>	<b>15 597</b>
	<b>Total</b>	<b>94 041</b>	<b>74 811</b>

FY 2006/07. This personnel reduction is in line with an envisaged personnel strength of 70 000 members stated in the Defence Review (April 1998). These planned macro personnel figures do not include inter-departmental transfers to other departments in terms of the Public Service's Transformation and Restructuring Programme.

Table 3.1 above indicates the strength of authorised posts and the actual Regular Force and Public Service Act Personnel (PSAP) strength as on 15 January 2004. The dynamic evolution of the force design and force structure will, however, influence the final number of posts.

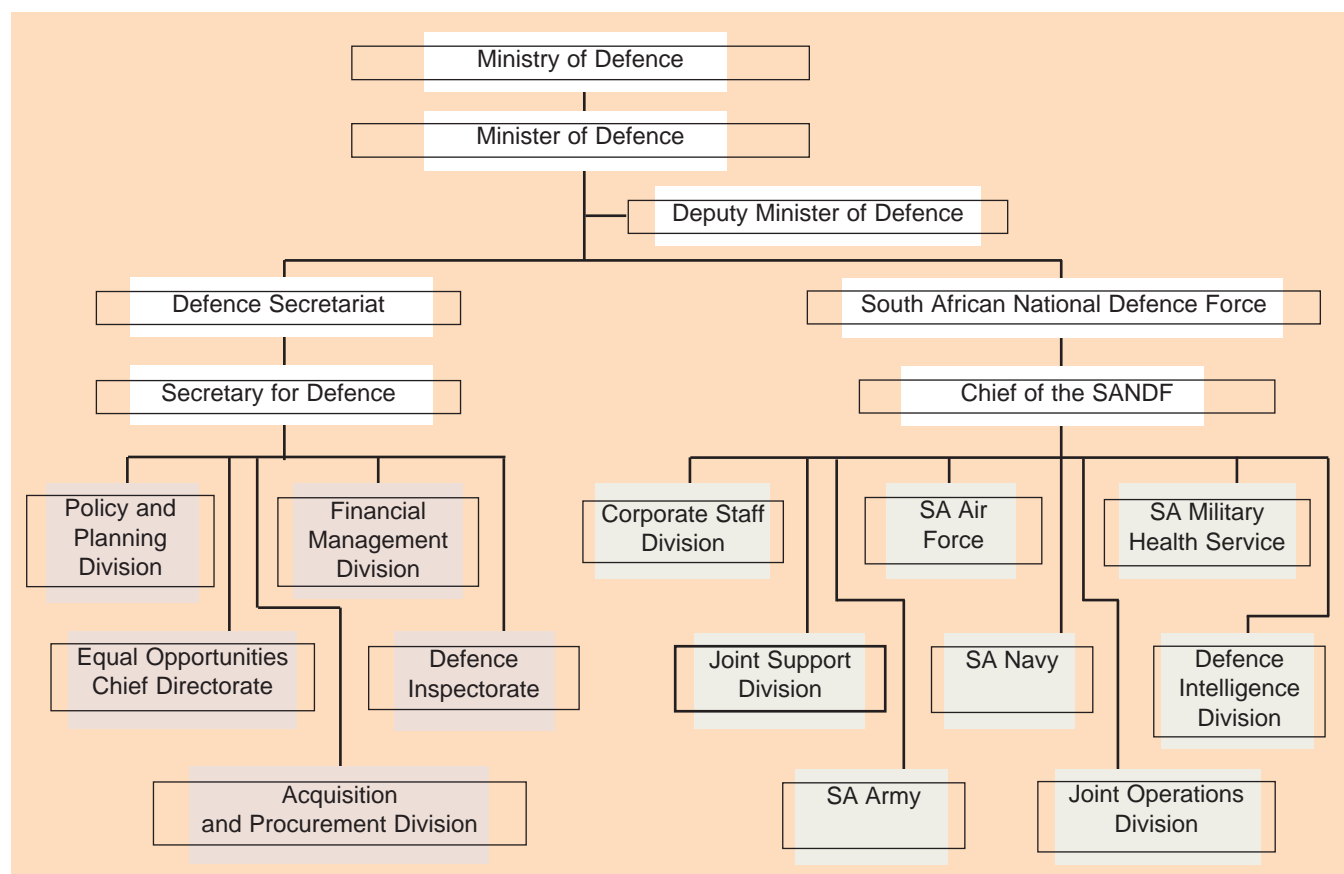
The broad aim remains to reduce the authorised posts and full-time component human resources strength to 70 000. In addition, the envisaged measures to rejuvenate the SANDF's human resources with specific reference to

an increase in the size of the Military Skills Development System component, the implementation of a mobility/exit mechanism and the migration of Regular Force members towards the new service system dispensation will require replanning during the MTEF period. Approval will, however, first have to be granted for the implementation of the above measures.

## FORCE STRUCTURE AND DESIGN

### FORCE STRUCTURE

**Overview.** The DOD is a large, complex organisation and is constantly reviewing its force design and structure in order to ensure alignment between the Department's objectives, the budget allocation, ordered commitments and likely missions.

**Figure 3.1 Organisational Structure of Department of Defence**

The services and divisions are composed of force structure elements (FSE) of varying sizes and types. An ongoing process of closing and establishing FSEs takes place as the DOD adjusts to changes in the environment

and strives to do its business as economically as possible. Table 3. 2 below, shows the planned changes in the number of FSEs over the MTEF period.

**Table 3.2 Department of Defence Force Structure Planning: Planned Status at the End of the FY2004/05 to FY2006/07**

Programme	Status at end of FY2003/04	Planned Status at the end of the Financial Year (No of FSEs)		
		2004/05	2005/06	2006/07
Defence Administration	18	18	18	18
Command and Control (Joint Operations)	22	16	16	16
Landward Defence (SA Army)	339	339	280	229
Air Defence (SA Air Force)	86	75	75	74
Maritime Defence (SA Navy)	42	39	38	33
Military Health Service (SAMHS)	36	37	37	37
Defence Intelligence	9	9	9	9
Joint Support	132	136	136	114
<b>Total</b>	<b>682</b>	<b>669</b>	<b>609</b>	<b>530</b>

## FORCE DESIGN AND ITS STATUS

The White Paper on Defence provided that 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.

The force design of the SANDF is therefore needs-driven, but cost-constrained. Whilst the DOD strives to produce a force design representing the best defence value for money within the selected parameters, it may not be possible to ensure the capabilities for a required level of defence within a restrictive budget. The resulting imbalance or inadequacy in defence capability represents a risk to the country, which must either be accepted or reduced by other means. Throughout the process there is thus interplay between political judgement and military expertise.

## FORCE DESIGN OPTIONS

The DOD developed various force design options, reflecting different permutations in the level of defence, defence posture and cost, for public consideration during the consultative conferences of the Defence Review. Four options were presented to the parliamentary defence committees and Cabinet and were discussed in detail. Option One, as set out in the Defence Review, was approved, subject to available finances.

The approval of a force design by the Parliamentary Defence Committee, Cabinet or Parliament does not constitute blanket approval for all implied capital projects or an immutable contract in terms of the exact numbers and types of equipment. At best, it constitutes approval in principle for the maintenance of the specified capabilities at an approximate level. The affordability of the force design, which is central to its implementation, is subject to certain assumptions and qualifications. The long-term sustainability of the design requires a continuous investment in the periodic upgrading and replacement of

equipment. The costing of the design thus incorporates annualised upgrade and replacement costs over the lifespan of the equipment. This is based on realistic assumptions, under present conditions, of the anticipated lifespan and cost of such equipment. Since the lifespan of major equipment is measured in decades and many replacement projects will commence many years hence, it is impossible to predict with absolute accuracy the actual annualised cost of equipment.

The assumption was made during the Defence Review that the imbalance in the so-called "tooth-to-tail ratio" of the SANDF would be corrected by the transformation process (including the force restructuring initiated in 2002), thus releasing a greater portion of the budget for combat capabilities. The transformation process has not yet been completed, in part owing to the lack of an acceptable exit mechanism. The ratio on which the calculations are based is an estimate of the anticipated result of transformation.

In the Defence Review it was stated

*"The processes and assumptions on which the force design is based will be reviewed in successive planning cycles. This is bound to produce new insights that will require a periodic revision of the force design. The planning assumptions also reflect perceptions of the geopolitical environment, which will inevitably change. While no major discontinuities are anticipated, even gradual, relatively orderly change will require adjustments to defence planning on a continuous basis."*

The process of reviewing the force design approved in the Defence Review commenced in 1998 as a result of the DOD's budget constraints and subsequently several changes have been made to the force designs of the services in order to ensure that the SANDF is able to execute its allocated tasks within budget whilst ensuring the capability to meet future challenges. The force design thus reflects a dynamic environment and is itself dynamic. It represents the best present indication of the type and scale of defence capabilities that South Africa should establish and maintain, but its future orientation makes deviations inevitable.

# DEFENCE ADMINISTRATION



## PURPOSE

To conduct overall management, administration and policy development of the Department.

## FINANCIAL RESOURCES

The Medium-term Expenditure Framework (MTEF) allocation to and estimates for the Defence Administration Programme per sub-programme are reflected in Table 4.1 below.

**Table 4.1 Defence Administration Programme: Allocation for FY 2004/05 to FY 2006/07**

<i>Objective/Sub-programme</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
Minister's Office	791	831	872
Deputy Minister's Office	643	675	709
<b>Political Direction.</b> To provide political direction to the DOD. This ensures the democratic defence of South Africa by the execution of the required defence commitments and providing appropriate defence capabilities	12 042	12 662	13 382
<b>Departmental Direction.</b> To provide departmental direction to the DOD to ensure the effective, efficient and proper conduct of defence activities in accordance with legislation and policy	5 534	5 831	6 161
<b>SANDF Command and Control.</b> To provide command and control for the SANDF	6 281	6 630	7 000
<b>Policy and Planning<sup>1</sup>.</b> To advise on national security policy matters and co-ordinate the strategic direction process by developing, formulating, monitoring and adapting defence policy, strategy and plans in accordance with national policy to enable the effective, efficient and proper conduct of defence activities	49 938	52 640	55 559

<sup>1</sup> In the ENE the Policy and Planning allocation includes the allocation to the following offices/elements: Corporate Staff; Strategy and Planning; Chief Directorate HR Policy and Planning; Integrated Management Systems; Legal Support; and Research and Analysis.



<i>Objective/Subprogramme</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
<b>Financial Services.</b> To provide a cost-effective public finance service to the Minister of Defence, Secretary for Defence and the Chief of the South African National Defence Force in accordance with the Public Finance Management Act, Treasury Regulations and circulars	170 618	178 830	168 684
<b>Departmental Acquisition and Procurement Services.</b> To manage the DOD acquisition and procurement processes and policies	30 989	33 285	35 129
<b>Inspection Services.</b> To ensure the validity and veracity of the management information of the DOD	37 050	38 472	40 157
<b>Equal Opportunities and Affirmative Action (EO and AA).</b> To provide EO and AA policy advice to the DOD	9 105	9 233	9 723
<b>Human Resources Support Centre.<sup>2</sup></b> To provide full human resources support services to the DOD. (Managed within Joint Support)	256 930	272 490	288 204
<b>Legal Services.</b> To provide professional, legitimate and deployable military legal services and support commensurate to the needs of the DOD	65 485	69 416	73 271
<b>Religious Services.</b> To provide a Chaplains' Service that cares for all DOD members and their dependants and promotes spiritual growth, social support and ethical conduct	4 153	4 358	4 603
<b>Defence Corporate Communication.</b> To provide defence communication policy, strategy and plans in accordance with DOD policy and national (Government Communication and Information System - GCIS) policy and 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	20 342	21 500	22 708
<b>Reserve Force Division.</b> 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	9 518	9 606	10 141
<b>Defence Foreign Relations.</b> To provide the Chief of the SANDF with a foreign relations capability and services	49 386	49 665	52 403
<b>Total</b>	<b>719 700</b>	<b>756 891</b>	<b>778 983</b>

## OUTPUTS

The main outputs of the Defence Administration Programme for Government are defence policy advice, reports and general ministerial services. However, it also

provides specific operational outputs for divisions and services in the Department. The overall outputs of this programme are reflected per sub-programme in Table 4.2 below.

<sup>2</sup> In the ENE the HR Support allocation includes the allocation to the Equal Opportunities and Affirmative Action Office.

**Table 4.2 Defence Administration Programme - Output Details per Sub-programme for the Year Ending on 31 March 2005**

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Targets</i>
Political Direction	Political direction to the DOD  Defence policy advice to Government	The degree to which defence policy advice to Government meets requirements  The degree to which the Department of Defence produces the outputs required by Government  The degree to which the Department of Defence complies with legislation, the policies and prescripts of Government	Defence policy advice meets all Government's expectations full  Full compliance  Full compliance
Departmental Direction	Defence policy advice to the Minister of Defence  Departmental direction to the DOD as directed by the Minister of Defence	Quality of defence advice  The degree of compliance with legislation, Government policy, prescripts and targets  The degree to which the allocated budget has been expended as planned	Full client satisfaction  Full compliance with regulatory framework  High degree of effectiveness, efficiency and full expenditure of funds as planned
SANDF Command and Control	Strategic direction to the SANDF	Quality of defence advice Operational readiness of the SANDF Success of ordered operations Sustainability of the SANDF The degree to which the allocated budget has been expended as planned	Timeous deployment of combat-ready SANDF Full compliance with regulatory framework
Policy and Planning	Defence policy, strategies and plans  Structure management services  HR Policy and Planning for the DOD  Policy advice to the DOD	Quality and accessibility of DOD policy, strategies and plans  The degree to which the services provided ensure that the DOD's structures are affordable, comply with policy and facilitate efficient and effective defence  Degree of quality of HR Policy and Planning in the DOD  Quality (timeliness, appropriateness and relevance) of policy advice	75% of DOD members who should have access, can access Departmental and Government policy electronically  A high degree to which plans are enforceable 95% first-time ministerial approval of proposed structures  Full compliance with national legislation in respect of HR All posts in the DOD EQUATED by 31 March 07 95% of all advice is given before the original deadlines

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Targets</i>
Corporate Staff Office	Corporate staff capability for CSANDF	The degree to which direction provided to the Corporate Staff Division ensures that CSANDF's expectations are met  The degree to which the corporate division policy advice meets the requirements of CSANDF	Full client satisfaction  Full client satisfaction
Strategy and Planning Office	Military strategy and planning capability, advice and services for CSANDF	The degree to which Chief Director Strategy and Planning's objectives and targets are achieved	Plans are completed as prescribed by the planning cycle and instructions
Financial Services	Budget management services for the DOD as directed by the Accounting Officer (AO)  Accounting services to the DOD as directed by the AO  Services to ensure compliance with the PFMA	The degree to which the DOD budget is controlled and expended  The degree to which financial services support is available to the DOD  The degree of compliance with legislation and Government prescripts  The degree to which the allocated budget has been expended as planned	Full compliance. Estimate of expenditure by 30 June 04  Services provided as stipulated in service agreements with clients  Full compliance with financial requirements in auditable books by 30 May 2004  Full compliance with legislation. Refined loss prevention plan by 30 Apr 04. Upgraded delegation system by 31 December 2004
Acquisition Services	Acquisition and procurement capability and services for the DOD	Cost of acquisition and procurement as a percentage of goods and services purchased  The degree of compliance with legislation, Government policies and prescripts	90% of purchase contracts in place on time  90% of materials and services delivered as per specifications
Inspection Services	Internal audit (performance and regulatory) and anti-fraud services	The degree to which inspection and internal audit services are performed as planned	Throughout the financial year
Equal Opportunities and Affirmative Action (EO and AA)	Equal Opportunities direction and policy advice to the DOD	The degree to which DOD EO objectives and targets are achieved	Reports given quarterly and on time
Human Resources Support Centre	Comprehensive human resources support service for the DOD	The degree of the quality and availability of the human resources support provided to the DOD	85% rate of human resource success in terms of client (DOD) satisfaction and reduction of labour related grievances

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Targets</i>
Legal Services	Military legal service capability and services	The degree of the quality and availability of the legal support provided	All required inputs are delivered on time and accurately 90% of facilitated litigation must result in optimum outcome for the DOD
Religious Services	Religious policy advice and chaplain capability for the SANDF	The degree to which DOD Chaplain General's targets are achieved	Full compliance with expectations of the entire DOD
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 Government Communication and Information System (GCIS) communication policy  Corporate communication capability, products and services	The degree to which the DOD's corporate communication policy, strategy and plans are aligned with and support DOD and national (GCIS) communication plans and policies  The degree to which the defence communication needs of the DOD and its stakeholders are met	Full compliance with DOD expectations and planned targets  Full 24-hour service with high degree of credibility High standard reaching 90% of the targeted population
Reserve Component	Strategic direction to the development and maintenance of the Reserve Force system by providing specialist advice, policy, strategy plans and doctrine; promotional/marketing products and services	The degree to which the Chief of Defence Reserves' targets are achieved	Full utilisation and promotion of Reserves in compliance with expectations and to the satisfaction of the CSANDF
Defence Foreign Relations	Defence foreign relations capability and services as directed by CSANDF	The degree to which DOD foreign relations targets are achieved	Full compliance with the expectations of all members of the DOD and a professional image perceived by all foreign visitors, military attaches and advisor corps

## RISKS AND MITIGATING ACTIONS

Since the main purpose of this programme is to provide support, it relies heavily on the availability of funds to provide services and products. Thus, budget constraints

pose the single most critical challenge for the programme. Areas that could be significantly affected are those pertaining to the servicing of memoranda of understanding (MoUs) between South Africa and other countries, and the renewal and sustainment of IT-based internal control



systems for the management of finances, structure and personnel of the DOD. In order to mitigate the adverse effects of budgetary constraints, a concerted effort has been made to reprioritise and reschedule the servicing of MoUs.

### SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

There are no outputs or services to be scaled down, sus-

pended or abolished during FY 2004/05.

### PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The sub-programmes of the Defence Administration Programme intend to improve their performance and service delivery as indicated in Table 4.3 below.

**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>
Aligning the departmental planning cycle with that of Government in respect of the Medium-term Strategic Framework (MTSF)	Synchronise DOD's strategic management processes with those of Government Improve the information management system in the DOD	Synchrony with Government initiatives and implementation within the DOD Proactive approach to Government's feedback requirements	Ongoing
Finalisation of DOD Corporate Strategy	The business strategy which, together with the military strategy, constitutes the corporate strategy must be finalised	Framework for the implementation of the military strategy will be in place	Compilation of the business strategy is still in process
Streamlining of multi-lateral and bilateral agreements and activities in support of the Department of Foreign Affairs	Reprioritisation in line with IRPS cluster guidelines Capacity building and competency enhancement of relevant role players	Maximum benefit for the country through proper servicing of bilateral and multi-lateral agreements	Ongoing
Improve the DOD's strategic management capability	Improve the quality DOD's strategic management training on SANDF courses Benchmark with best practice and develop appropriate training material and departmental manuals Develop and present strategic management courses to senior DOD personnel	Improved planning and management capability at the strategic and operational levels will result in more efficient and effective defence outputs	Ongoing Second strategic management course scheduled for early 2004
Strengthening planning and feedback mechanisms of the DOD	Ensuring total compliance with departmental plans and reports by aligning them with performance agreements	Compliance with government initiatives and guidelines	Ongoing
Ability to cost any type of activity in the DOD	Finalise development of a costing solution	All DOD activities accurately estimated	All enhancements on costing models and instruments to continue during FY2004/05
Resource risk management	Continue implementing the DOD's resource risk management system	Prevent, identify and mitigate risks	Ongoing

<i>Activities</i>	<i>Planned Management Intervention</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Acquisition and procurement policies	Stringent implementation of acquisition and procurement policies	Value for money during transactions achieved Implementation of Government policies with regard to preferential procurement for previously disadvantaged groups Reliable supply chain processes and improved cash flow management by services and divisions	Ongoing
Fraud prevention and control	Implement Anti-fraud Plan	Improved efficiency and effectiveness in resource utilisation Savings achieved through effective anti-fraud mechanisms	Continued implementation
Compliance with the International Standards Organisation (ISO)	Implementation of the ISO procedures in the DOD	Internationally accepted standards of service delivery	Ongoing
Monitor and enhance affirmative action (AA) 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
Implementation of accrual accounting	Acquiring of a DOD owned system Participation in National Treasury endeavours to acquire a new system	Compliance with PFMA and Treasury Regulations	Ongoing
Implementation of the new economic reporting format	Submit FY2005/06 MTEF budget in new format	Improved accountability and better quality management information	Ongoing



The emphasis has been on the conduct of external operations such as Operation MISTRAL in the Democratic Republic of Congo (DRC) and Operation FIBRE in Burundi.

The South African Protection Support Detachment (SAPSD) elements deployed in Burundi have gained a reputation for being impartial and have gained the respect of the Burundian population.



# COMMAND AND CONTROL (JOINT OPERATIONS)



## PURPOSE

To provide and maintain an operational command and control capability for the operational deployment of combat forces.

## FINANCIAL RESOURCES

The Medium-term Expenditure Framework (MTEF) allocation to and estimates for the Command and Control Programme is shown in Table 5.1 below.

**Table 5.1 Command and Control Programme - Allocations for FY2004/05 to FY2006/07**

<i>Objectives</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
Command and Control	108 324 306	118 207 959	140 869 565
Spec Forces Bde HQ	135 367 788	138 940 036	141 360 185
Peace-support Operations	700 000 001	500 000 001	500 000 001
Conventional Operations	275 173 652	264 607 302	270 173 652
<b>Total</b>	<b>1 218 865 747</b>	<b>1 021 755 298</b>	<b>1 052 403 403</b>

## OUTPUTS<sup>1</sup>

The overall outputs of this programme are reflected per subprogramme in Table 5.2 below.

<sup>1</sup> NOTE. Those outputs, the publication of which is considered to be harmful to the interests of the Republic of South Africa, will not be published in this plan. They are contained in the DOD's classified Strategic Business Plan, which is subject to the scrutiny of Cabinet, the Joint Standing Committee on Defence, the National Treasury and the Auditor General.



**Table 5.2 Command and Control Programme - Output Details Per Sub-programme for the Year Ending 31 March 2005.**

Measurable objective: Defend and protect South Africa through the command and control of all ordered operations by the Defence Force as directed by Government

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Strategic Direction	Strategic direction to the command and control defence programme	The degree to which the DOD's policies, strategies and plans are implemented in respect of command and control matters	All policies, strategies and plans are implemented as specified
	Command and control defence advice to the DOD	The degree to which all required inputs to DOD policies, Cabinet memoranda, strategies and plans are submitted	All required inputs submitted on time and in accordance with requirements
	Command and control defence capabilities in support of Government initiatives	The degree to which required support of Government initiatives is met	Support provided as required
	Allocation and management of command and control defence resources	The degree to which the allocated budget has been expended as planned	Allocated funds expended as planned and plans are executed within budget
Command and Control	One joint operations divisional headquarters One joint operational headquarters Nine tactical headquarters	The degree to which ordered operations are successfully executed The degree to which joint and combined exercises are successfully carried out	Joint and combined exercises as contained in Table 5.3
Special Operations	Combat-ready and supported Special Forces	The degree to which the required combat-readiness states are achieved	As specified in the readiness schedules
Peace-support Operations	Temporary task force headquarters as required Ordered operations	The degree to which ordered operations are successfully executed The degree to which joint and combined exercises are successfully carried out	Sustainment of the following operations: <b>Operation MISTRAL.</b> 13 Staff officers/military observers to MONUC  <b>Operation MISTRAL.</b> 147 Members in the SANDF specialised contingent (SANDF-SPECC) in MONUC, up to a maximum of 152 Members currently authorised

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
			<b>Operation MISTRAL</b> 1,253 Members of the South African Task Force at Kindu as part of MONUC Phase III <b>Operation FIBRE</b> 1 600 Members of the South African Contingent to the African Mission in Burundi (AMIB) <b>Operation ESPRESSO</b> Maximum of 15 members deployed in Ethiopia and Eritrea as part of the AU Liaison Mission (OLMEE) and United Nations Mission (UNMEE) Regular Force companies and Reserve Force platoons deployed as per service agreement
Conventional Operations	Military support to the SAPS	The degree of adherence to time frames The degree of satisfaction with services provided	Sustainment of the following operations: <b>Operation INTEXO</b> <b>Operation STIPPER</b> <b>Operation HUMAN</b>

**Table 5.3 Planned Joint and Multi-national Exercises FY2004/05**

<i>Exercise and Type</i>	<i>Date</i>	<i>Strategic Objectives and Missions</i>	<i>Services Involved</i>
<b>VANTAGE.</b> Aimed at exercising jointly all SANDF command and control capabilities	Feb 04 Feb 06	<b>Objective.</b> Defence against aggression <b>Missions.</b> Repelling conventional onslaught	SA Army SAAF SAN SAMHS
<b>SEA EAGLE/RED LION.</b> To determine the operational capability of the SAN	Jun 04 Jun 05 Jun 06	<b>Objective.</b> Defence against aggression <b>Missions.</b> Pre-emptive operations Repelling of conventional onslaught Protection of foreign assets	SAN SAAF SAMHS
<b>GOLDEN EAGLE.</b> To determine the operational capabilities of the SAAF and to enhance combat readiness for certain operational contingencies	Sep - Oct 04 Sep - Oct 05 Sep - Oct 06	<b>Objective.</b> Defence against aggression <b>Missions.</b> Repelling of conventional onslaught Pre-emptive operations Show of force	SAAF SA Army SAMHS SAN

<i>Exercise and Type</i>	<i>Date</i>	<i>Strategic Objectives and Missions</i>	<i>Services Involved</i>
<b>INDLOVU.</b> Aimed at exercising jointly all SANDF conventional operations capabilities. (Ex GOLDEN EAGLE, IRON EAGLE and SEA EAGLE are part of this exercise)	Sep - Oct 04 Sep - Oct 06	<b>Objective.</b> Defence against aggression <b>Missions.</b> Pre-emptive operations Show of force Repelling of conventional onslaught	SA Army SAAF SAMHS SAN
<b>WAYSIDE.</b> To exercise Chemical and Biological Warfare (CBW) capabilities in the SANDF	Aug 06 Aug 07	<b>Objective.</b> Defence against aggression <b>Missions.</b> Defence against Chemical and Biological Warfare threats	SAMHS SAAF
<b>BEGUM (SF).</b> To do hostage-release training, emphasis on ensuring combined execution of hostage release between Jordanian Spec Forces and RSA Spec Forces	Apr - May 04 April - May 06	<b>Objective.</b> Promote security <b>Missions.</b> Special Operations Support Military Foreign Liaison/diplomacy	SAAF SAMHS Spec Forces J Ops
<b>ENDEAVOR.</b> Partnership for Peace (PFP) Communications and Information systems (CIS) technical demonstration (EUCOM Initiative)	May 04 May 05 May 06	<b>Objective.</b> Promote security <b>Missions.</b> Defence against information onslaught Support military foreign relations	J Ops J Support (CMIS)
<b>AIRBORNE AFRICA.</b> Airborne Forces Competition	Jun 04 Jun 06	<b>Objective.</b> Promote security <b>Missions.</b> International, Regional and Sub-regional peace building Support military foreign relations	SA Army SAAF SAMHS
<b>TRANSOCEANIC.</b> To exercise naval control of shipping (Command Post exercise (CPX))	Aug 04 Aug 06	<b>Objective.</b> To promote security <b>Missions.</b> To support military foreign relations	SAN (South American Exercise/USA/AU)
<b>ATLASUR.</b> To conduct a maritime exercise between the RSA and South American countries	2005 and 2007 (dates not fixed yet)	<b>Objective.</b> Promote security <b>Missions.</b> To support military foreign relations	SAN (South American Exercise) SAAF SAMHS
<b>RAINBOW TREK.</b> To establish a firm base for 2008 main SADC / French RECAMP exercise	Apr 05 Apr 06	<b>Objective.</b> Promote security <b>Missions.</b> International, Regional and Sub-regional peace support operations	Army SAAF Navy SAMHS
<b>BRIGHT AZURE.</b> To do bush-type training between the UK Special Forces and RSA Special Forces	Jun 05 Jun 06	<b>Objective.</b> To promote security <b>Missions.</b> To support military foreign relations	SAAF SF SAMHS
<b>WATC/LAUREL.</b> To conduct a beach landing, humanitarian relief, field training and cross-deck exercise	Oct 05 Oct 06 Oct 07	<b>Objective.</b> Promote security <b>Missions.</b> Humanitarian intervention	SA Army SAAF SAN SAMHS

<i>Exercise and Type</i>	<i>Date</i>	<i>Strategic Objectives and Missions</i>	<i>Services Involved</i>
<b>GERANIUM.</b> To establish a firm base for 2008 main SADC / French RECAMP exercise	Oct 05 Oct 06	<b>Objective.</b> Promote security <b>Missions.</b> International, regional and subregional peace-support operations	SA Army SAAF SAMHS SAN SF
<b>LANSET.</b> To enhance combat readiness regarding certain operational contingencies	Aug 04 Aug 05 Aug 06	<b>Objective.</b> Support to the people <b>Missions.</b> Maintenance of health status of members of the SANDF Presidential Health Support	SAMHS SAAF J Support (CMIS)
<b>EMEX.</b> Aimed at exercising jointly all SANDF capabilities to support other State departments. (Koeberg Nuclear Power Facility)	May 04 May 06	<b>Objective.</b> Support to the people <b>Missions.</b> Disaster relief and humanitarian assistance Support to other Government departments	SA Army SAAF SAMHS J Support (CMIS)
<b>AFFIX.</b> To prepare members to test procedures in terms of coping with emergencies in a catastrophic situation around an airport	May 04 May 05 May 06	<b>Objective.</b> Support to the people <b>Missions.</b> Disaster relief and humanitarian assistance Support to other government departments	SA Army SAAF SAMHS J Support (CMIS)
<b>SEA LIFT.</b> To exercise sealift capabilities of the SAS OUT-ENIQUA	Jun 04 Jun 06	<b>Objective.</b> Defence against aggression <b>Missions.</b> Repelling of conventional onslaught Special operations	SA Army SAN SAAF SAMHS J Support (CMIS)
<b>MEDFLAG.</b> To exercise Command and Control (C <sup>2</sup> ), disaster relief and flying operations and the sustainment thereof	Nov 04 Nov 06	<b>Objective.</b> Support to the people <b>Missions.</b> Disaster relief and humanitarian assistance Support military foreign relations	SAMHS SAAF J Support (CMIS)
<b>IRON EAGLE/SEBOKA.</b> To determine the operational capability of the SA Army	Jun 04 Jun 05	<b>Objective.</b> Defence against aggression <b>Mission.</b> Repelling conventional onslaught	SA Army SAAF SAMHS
<b>OXIDE.</b> France Recamp exercise - Search and Rescue	Mar 05	<b>Objective.</b> Promote security. <b>Mission.</b> Support military foreign relations	SA Army SAAF SAMHS

## RISKS AND MITIGATING ACTIONS

The gap which exists between the outputs for which the force-providing services and divisions have been funded and those force levels identified as being necessary to meet ordered commitments and possible contingencies, known as the Operational Risk, is the major risk facing this Division. This is compounded by the shortfall between ordered peace-support operations in the DRC, Burundi and elsewhere, and the funding allocated for this purpose. The cost of internal deployments, which are

funded by the DOD, exceeds the funding available. Reprioritisation to fund these operations could adversely affect other activities such as joint force preparation exercises and VIP protection.

The operational risk will be managed on a day-to-day basis and, if and when necessary, reprioritisation will have to take place to meet contingencies as they arise. The gap between the cost of ordered operations and the funds voted for this purpose is the subject of negotiation between the Minister of Defence and the Cabinet.



## SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

Deployments on peace-support operations will be aligned in accordance with the budget approved by Parliament. No scaling down of services is planned, but they remain subject to adequate funding.

## PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

It is intended to improve the performance and service delivery of the Command and Control Programme as indicated in Table 5.4 below.

**Table 5.4 Performance and Service Delivery Improvement by the Command and Control Programme**

<i>Activity</i>	<i>Planned Management Intervention</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Capability management	A draft capability management directive and policy was developed	Common understanding of capability management	Still to be approved by the Plenary Defence Staff Council during 2004
	The analysis of the military strategy strategic objectives, concepts and missions was done, and a draft-planning scenario for further development was compiled to assist with the identification of capability requirements	Development of two systems against which operational expertise can be measured and developed	Draft scheduled for completion July 04
	A real-time capability management portfolio (airborne investigation) will be tested and modelled to gain accurate feedback	Execute the draft process and quantify required airborne capability.	This will be completed before September 04
	The force employment concept was finalised and approved. A draft document of both the military strategic force employment concepts and the operational level concepts exists and these are in the process of further development in co-operation with the services and divisions	Formalisation of the approach to the deployment of forces at strategic and operational levels	Draft scheduled for completion by July 04
	A presentation was made to the DOD Planning Forum indicating all the current force commitments and the cross-impacts on all the other services and divisions	Reduction in the risk of over-commitment of the SANDF. Improved risk management awareness	Review in April 04
	A workgroup was established to investigate the development of the system foundation by CMIS in support of the C <sup>2</sup> ISMP	Joint approach to joint challenges. Reduced competition for funds and increased co-operation - more rapid progress to solution	Scheduled for completion May 04



<i>Activity</i>	<i>Planned Management Intervention</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Joint Warfare Publications	Drafting of the following: Concept of Operations Defence Doctrine Planning at the Military Strategic Level of War	Improve Joint Operations and operational planning	Work In progress
Special Medical Ruling	Emergency medical evacuation from Burundi and DRC	Professional evaluation/ assessment of medical incident. Authority to activate SOS International (private air evacuation company) is given and time is saved to the patient's benefit	In progress



THE NEW SA ARMY EMBLEM WAS  
LAUNCHED SYMBOLISING A PRIDE OF LIONS



### Characteristics of a Pride of Lions

- The total focus is on clear-cut and realistic goals
- Each individual member is powerful
- Strict selection ensures there are no passengers
- Spirit consists of trust, confidence, respect and pride
- Team members must be alert to communication
- Training is intense
- Image enhances function
- Synergy - the pride is more than the sum of the strengths of its individuals

Characteristics taken from the book "Power of the Pride" by Ian Thomas



# LANDWARD DEFENCE



## PURPOSE

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

## FINANCIAL RESOURCES

The Medium-term Expenditure Framework (MTEF) allocation to and estimates for the Landward Defence Programme per sub-programme are reflected in Table 6.1 below.

**Table 6.1 Landward Defence Programme - Allocation for FY2004/05 to FY2006/07**

<i>Divisional Objectives</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
Strategic Direction Capability	180 438 966	221 888 107	229 332 558
Infantry Capability	1 454 585 488	1 472 074 345	1 476 875 676
Armour Capability	124 270 393	125 648 753	126 087 341
Artillery Capability	102 929 928	104 899 689	104 984 288
Air Defence Artillery Capability	82 285 088	83 679 370	84 668 504
Engineer Capability	178 495 794	181 713 696	183 980 334
Operational Intelligence Capability	59 895 516	62 643 249	63 744 789
Command and Control Capability	39 011 871	40 407 630	40 598 332
Support Capability	954 006 458	1 009 713 170	1 024 439 702
General Training Capability	149 577 243	151 421 052	151 911 867
<b>Total</b>	<b>3 325 496 745</b>	<b>3 454 089 061</b>	<b>3 486 623 391</b>

## OUTPUTS<sup>1</sup>

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

<sup>1</sup> NOTE. Those outputs, the publication of which is considered to be harmful to the interests of the Republic of South Africa, will not be published in this plan. They are contained in the DOD's classified Strategic Business Plan, which is subject to the scrutiny of Cabinet, the Joint Standing Committee on Defence, National Treasury and the Auditor General.



**Table 6.2 Landward Defence Programme - Outputs of the for the Year Ending 31 March 2005**

Measurable objective: Defend and protect South Africa through maintaining and providing prepared and supported landward combat forces, services and facilities that meet the requirements of Government

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Strategic direction	Strategic direction to the landward defence programme	The degree to which the DOD's policies, strategies and plans are implemented in respect of landward matters	All policies, strategies and plans are implemented as specified Plans are executed within budget and funds are utilised as allocated
	Landward defence advice to the DOD	The degree to which all required inputs to DOD policies, Cabinet memoranda, strategies and plans are submitted	All required inputs submitted on time and in accordance with requirements
	Landward defence capabilities in support of Government initiatives	The degree to which required support to Government initiatives is met	Support provided as required
	Allocation and management of landward defence resources	The degree to which the allocated budget has been expended as planned	Allocated funds expended as planned and plans are executed within budget
Infantry capability	One mechanised infantry battalion Six mechanised infantry battalions (Reserve Force) One parachute battalion Two parachute battalions (Reserve Force) Nine light infantry battalions Ten light infantry battalions (Reserve Force) One airborne light infantry battalion One special infantry battalion 20 x group headquarters 183 x commando units (Reserve Force) Three motorised infantry battalions Eight motorised infantry battalions (Reserve Force) Infantry training capability	The degree to which the required combat readiness states are achieved The degree to which operational commitments are satisfied	As specified in the readiness schedules and Short-term Force Employment Plan (STFEP) Deployments in accordance with the requirements of the STFEP (operations and exercises)
		Degree to which Infantry training targets are achieved Course/student specifications contained in course syllabi	219 courses 6 389 learners

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
<i>Armour capability</i>	One tank regiment Three tank regiments (Reserve Force) One armoured car regiment Four armoured car regiments (Reserve Force) Armour training capability	The degree to which the required combat-readiness states are achieved  The degree to which armour training targets are achieved. Course/student specifications contained in course syllabi	As specified in the readiness schedules and STFEP  96 Courses 1 760 Learners
<i>Artillery capability</i>	One artillery regiment One artillery mobilisation regiment One 155mm SP GV6 gun regiment (Reserve Force) One 155mm towed gun regiment (Reserve Force) One 127mm multiple rocket launcher regiment (Reserve Force) Artillery training capability	The degree to which the required combat-readiness states are achieved  The degree to which artillery training targets are achieved. Course/student specifications contained in course syllabi	As specified in the readiness schedules and STFEP  57 Courses 1 134 Learners
<i>Air defence artillery capability</i>	One composite air defence artillery regiment Three air defence artillery regiments (Reserve Force) Air defence artillery training capability	The degree to which the required combat-readiness states are achieved  The degree to which air defence artillery training targets are achieved. Course/student specifications contained in course syllabi	As specified in the readiness schedules and STFEP  32 Courses 620 Learners
<i>Engineering capability</i>	One field engineer regiment Three field engineer regiments (Reserve Force) One engineer support regiment (Regular and Reserve Force) One survey and mapping regiment (Regular and Reserve Force) One military printing regiment	The degree to which the required combat-readiness states are achieved	As specified in the readiness schedules and STFEP

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
	One construction regiment (Regular and Reserve Force) Engineering training capability	Degree to which engineering training targets are achieved Course/student specifications contained in course syllabi	43 Courses 870 Learners
Operational intelligence	One tactical intelligence regiment  Operational intelligence training capability	The degree to which the required combat-readiness states are achieved  Degree to which operational intelligence training targets are achieved  Course/student specifications contained in course syllabi	As specified in the readiness schedules and STFEP  14 Courses 270 Learners
Command and control capability	Two brigade headquarters	The degree to which the required combat-readiness states are achieved  Degree to which ordered commitments are met	Full compliance with combat readiness states and requirements specified in the readiness schedules and STFEP
Support capability	14 general support bases  One maintenance unit One workshop unit  Product system support	The degree to which the services required by clients are supplied.  The degree to which the required combat-readiness states are achieved  The degree to which the required combat-readiness states are achieved	Full compliance with service agreements (SAs)  As specified in the readiness schedules and STFEP  Benchmarks to be developed
General Training Capability	Trained South African Army personnel	Degree to which training targets are achieved  Course/student specifications contained in course syllabi	32 Courses 5 180 Learners

## RISKS AND MITIGATING ACTIONS

The most important risks to the combat readiness of the SA Army lie within the human resources (HR) and logistics domains of the landward defence programme. The SA Army is finding it increasingly difficult to provide affordable and sustainable readiness levels for the increasing CJ Ops operational output requirement (internally and externally) and simultaneous joint and combined training requirements due to the current health status and ageing HR profile of serving members, which is compounded by a lack of aligned additional funding.

The funding available within the DOD for capital acquisition and maintenance does not provide for renewal of Army prime mission equipment (PME). This could lead to

block obsolescence of such equipment in the medium term. The limited funds also pose the very real risk of losing strategic defence industry support to the SA Army to develop, or even maintain some equipment. The deterioration of the SA Army's facilities has also reached unacceptable levels, which also has an adverse effect on morale. 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. With the limited resources available to it, the SA Army is also attempting to manage these risks by means of military skills development intakes (limited), the reprioritisation and phasing of activities in the PME and training environments and the funding of the day-to-day maintenance of facilities from own budget.

## SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

The limited resources available force the SA Army to reduce its general activities such as force preparation and maintenance of weapon systems. However, no capabilities will be abolished completely, but will be maintained at minimum levels. Continued under-funding could lead to certain capabilities being reduced to unacceptable levels.



## PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The sub-programmes of the landward programme are intended to improve their performance and service delivery as indicated in Table 6.3 below.

**Table 6.3 Performance and Service Delivery Improvement by the Landward Defence Programme**

<i>Sub-programme</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
<b>Armour Capability</b>				
Command and control capability	Refine structures	Structure investigations, Project PHOENIX, FY2003/04	Increased efficiency and revive Reserve Force	In process
Training capability	Refine structure	Structure investigations, Project PHOENIX, FY2003/04	Increased efficiency and revive Reserve Force	In process
	PSM support	Priorities fund allocation, continuous	Increased productivity	Continuous
Tank capability (including TT)	Refine structure	Structure investigations, Project PHOENIX, FY2003/04	Increased efficiency and revive Reserve Force	In process
	PSM support	Priorities fund allocation, continuous	Increased productivity	Continuous
Armoured car capability (including ATK MSL)	Refine structure	Structure investigations, Project PHOENIX, FY2003/04	Increased efficiency and revive Reserve Force	In process
	PSM support	Priorities fund allocation, continuous	Increased productivity	Continuous
<b>Armour Capability</b>				
Command and control	Service agreements	Formalised to ensure services required are indeed delivered	Increased service delivery	In process
	Staff visits	Staff visits are synchronised with other formal activities that also require supervision and control	Increased visibility of General Officer Commanding (GOC) and staff	Continuous
Formal artillery education, training and development (ETD) capability	Practical learning	Practical training for learners on course is integrated in the practical training of the operational regiment	Maximum utilisation of available equipment	Continuous
Regular Force composite artillery capability	Multi-skilling	Multi-skilling will be applied to train more artillery soldiers to employ the light artillery capability without losing the employment skills of the more conventional equipment	Flexible artillery system	Continuous



<i>Sub-programme</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Managing of the SAA prime mission equipment.	Maintenance of equipment	Equipment less required according to the force employment strategy and the force preparedness schedule is placed on a lower level of preparedness and subsequently less maintenance is required	Effective utilisation of restricted funds	Continuous
<b>Command and Control Capability</b>				
3 SA Bde	Empowerment of newly appointed personnel in terms of brigade procedures and systems  Functional training within the staff compartments to align members into the brigade headquarters role, tasks and functions  Retaining conventional warfare skills with regard to planning and control of ops	Interim assessment (end FY 2004-05)  GOC evaluation - to coincide with 3rd rotation to DRC MRT (Apr 2004)  GOC evaluation - to coincide with 4th rotation to DRC MRT (Sep 2005)  Integrated pre-exercise CPX	Achievement of control and oversight in terms of the integration, realignment and standards of newly composed tactical HQ's for Peace-support operations (PSO)  Refocus from PSO to conventional operations to retain and hone skills	Planned
46 SA Bde	None	None	None	None
Support capability	Staff visits	Staff visits are synchronised with other formal activities that also require supervision and control	Increased visibility of GOC and Staff	Continuous
	Base Support	Utilisation of the maximum skills of uniformed members to do base maintenance works instead of hiring outside contractors	Efficient utilisation of restricted funds	Continuous
General training capability	Revision and Introductory Training	Develop electronic learning (E-learning) capabilities to allow students to complete relevant E-learning prior to commencing residential phases of courses	This will allow for time savings on revision and introductory training, thereby reducing the overall costs of courses	In process



<i>Sub-programme</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
	Textbooks	Utilisation of E-learning capabilities (textbooks and manuals) available on CD and Intranet	Saving costs on issued hard copies of study materials	In process
	Personalised Training	Implementation of assessment centre (selection) to ensure the application of "Just for You" training	Enhanced learning curve of individuals	

## AIR DEFENCE

### HAWK MK 120



The SA Air Force received the first of the new lead-in fighter trainers,  
*The Hawk MK 120*

The Hawk is the first of the batch of 24 fully operational lead-in fighter trainers that will be delivered to the SA Air Force (SAAF) between 2005 and 2006.

The Hawk training system will allow a smooth progression from the Pilatus Astra basic training aircraft to the Gripen advanced fighter aircraft.

The locally managed integration and flight test programme of 15 months will be conducted at the SA Air Force's Test Flight and Development Centre situated at Bredasdorp in the Western Cape Province.

# 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) allocation to and estimates for the Air Defence Programme per sub-programme are reflected in Table 7.1 below.

**Table 7.1 Air Defence Programme - Allocations for FY2004/05 to FY2006/07**

<i>Divisional Objectives</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
<b>Strategic Direction</b>	5 816 453	6 095 160	6 388 044
<b>Operational Direction</b>	27 611 782	60 594 879	97 210 470
<b>Helicopter Capability</b>	268 215 549	261 795 896	280 916 204
<b>Transport &amp; Maritime Capability</b>	205 060 535	203 873 056	217 554 241
<b>Air Combat and Reconnaissance</b>	196 758 034	240 244 567	270 388 965
<b>Ops Support &amp; Intelligence Capability</b>	103 029 105	104 603 045	105 998 185
<b>Command &amp; Control Capability</b>	144 442 311	151 967 357	160 151 082
<b>Command Post</b>	34030688	34 618 508	35 206 531
<b>Base Support Capability</b>	521 571 351	529 523 841	537 145 206
<b>Training Capability</b>	226 580 310	235 732 841	243 363 289
<b>Technical Support Services (Excluding AMG<sup>1</sup>)</b>	299 497 612	312 138 515	313 590 070
<b>Aero Manpower Group (AMG)</b>	189 683 345	188 068 461	188 239 186
<b>TOTAL</b>	<b>2 222 297 075</b>	<b>2 329 256 126</b>	<b>2 456 151 473</b>

## OUTPUTS<sup>2</sup>

The outputs of this programme are reflected per sub-programme in Table 7.2 below.

<sup>1</sup> AMG - Aero Manpower Group

<sup>2</sup> NOTE. Those outputs, the publication of which is considered to be harmful to the interests of the Republic of South Africa, will not be published in this plan. They are contained in the DOD's classified Strategic Business Plan, which is subject to the scrutiny of Cabinet, the Joint Standing Committee on Defence, National Treasury and the Auditor General.



**Table 7.2 Air Defence Programme - Output Details Per Sub-programme For the Year Ending 31 March 2005**

Measurable objective: Defend and protect South Africa through maintaining and providing prepared and supported air combat forces, services and facilities that meet the requirements of Government

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Strategic direction	Strategic direction to the air defence programme	The degree to which the DOD's policies, strategies and plans are implemented in respect of air matters	All policies, strategies and plans are implemented as specified
	Air defence advice to the DOD	The degree to which all required inputs to DOD policies, Cabinet memoranda, strategies and plans are submitted	All required inputs submitted on time and in accordance with requirements
	Air defence capabilities in support of Government initiatives	The degree to which required support of Government initiatives is met	Support provided as required
	Allocation and management of air defence resources	The degree to which the allocated budget has been expended as planned	Allocated funds expended as planned and plans are executed within budget
Operational direction	Operational direction to the air defence programme	The degree to which allocated funds have been expended The degree of compliance with DOD policies and prescripts	Allocated funds expended as planned Full compliance with DOD policies and prescripts
	Combat-ready air capabilities as per CJ Ops combat-readiness schedule	CJ Ops combat-readiness schedule	Compliance with combat-readiness schedule
	Flight safety management	Number of accidents per hours flown	0,5 or less major accidents per 10 000 flying hours No transgressions of civil or military aviation regulations
Helicopter capability	Four mixed (medium and light) squadrons	The degree to which planned daily aircraft availability is achieved	25 Serviceable medium helicopters daily
	One combat-support squadron		18 to 23 Serviceable light helicopters daily (phasing in of Agusta 109)
	One helicopter training school		6 Serviceable combat support helicopters daily
		The degree to which planned daily aircrew availability is achieved	15 Qualified medium helicopter crews daily 11 Qualified light helicopter crews daily
		The degree to which planned flying hours are achieved	5 Qualified combat support helicopter crews daily 8 Dual current instructors at helicopter training school.
		The degree to which ordered commitments are achieved	10 689 Flying hours

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
		The degree to which ordered commitments are achieved	<u>Burundi/DRC</u> 9 855 Personnel days 2 190 Aircraft days
Transport and maritime capability	Three transport squadrons (one VIP) One maritime squadron One transport and training squadron Nine Air Force reserve squadrons (AFRS)	The degree to which planned daily aircraft availability is achieved  The degree to which planned daily aircrew availability is achieved  The degree to which planned flying hours are achieved	32 Serviceable aircraft daily  31 Qualified aircrew daily  17 786 Flying hours
Air combat and reconnaissance capability	One combat squadron One electronic warfare and in-flight refuelling squadron  One combat training squadron	The degree to which planned daily aircraft availability is achieved   The degree to which planned daily aircrew availability is achieved  The degree to which planned flying hours are achieved	26 Serviceable aircraft daily   25 Qualified aircrew daily 3 337 Flying hours
Operational support and intelligence capability	12 Protection services squadrons	The degree to which ground protection, entrance control and VIP protection targets are achieved   The degree to which ordered commitments are achieved	12 Months of incident free ground protection No successful entrance control violations No successful attacks on VIPs <u>Burundi/DRC</u> 20 805 Personnel days
	One Joint Air Reconnaissance Intelligence Centre (JARIC)	The degree to which the exploitation and provision of image intelligence requirements to SANDF and other user clients meet with requirements	Full client satisfaction
	JARIC training centre	The degree to which training objectives and syllabi are met	4 Photo interpretation courses (36 learners) One photo interpretation course (9 foreign learners) 10 Intelligence Officers Courses (120 learners)
	Unmanned aerial surveillance and reconnaissance for the SANDF and other user clients	The degree to which unmanned aerial surveillance and reconnaissance missions meet client requirements	Full client satisfaction
		The degree of availability of unmanned aerial surveillance and reconnaissance capabilities	126 Days per annum (subject to the availability of funding)
	Counter-intelligence and safeguarding	The degree to which counter intelligence and safeguarding requirements are met	Continual reduction in security breaches and crime statistics

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Command and control capability	<i>Air defence management</i> Management of air defence personnel, static and mobile control centres, mobile deployment units and sensors	The degree to which the planned number of mission controllers is achieved The degree to which the static control centres achieve the planned requirements The degree to which planned deployments are achieved The degree of availability of long-range radar sensors  The degree of availability of tactical mobile radar sensors for deployments	20 Qualified mission controllers  12 Hours per day control service at two static control centres Achievement of all planned deployments Two continuous semi-static deployments 12 Deployment weeks for one transportable system One system available as an operational reserve 12 Deployment weeks for one system and 8 deployment weeks for a second system, with a third system as an operational reserve
	<i>Air traffic management</i> Management of air traffic control personnel, air traffic service units, and navigation aids	The degree to which the planned number of air traffic controllers and air traffic service assistants is achieved The degree of availability of air traffic service units (equipped with airfield radars and approach aids) The degree of availability of navigation aids	71 Qualified air traffic controllers 15 Qualified air traffic service assistants 6 Mission-ready air traffic service units  24-hour availability
	<i>Information communication technology management</i> Management of telecommunications personnel and equipment	The degree to which the planned number of telecommunication officers and operators is achieved The degree of availability of SAAF telecommunication equipment	26 Qualified telecommunication officers and 126 qualified telecommunication operators 24-hour availability of equipment
	<i>Ground command and control management</i> Management of command and control personnel, deployment support and ordered commitments	The degree to which the planned number of command post officers and command post assistants is achieved The degree to which the deployment support unit meets requirements	42 Command post officers 171 Command post assistants 250 man tactical air base deployment for 12 weeks (24-hour operations) 2 X 20 man simultaneous tactical air base deployments for eight weeks Logistic support for 180 days of SAAF deployments
		The degree to which ordered commitments are achieved	<u>Burundi/DRC</u> 1 460 Personnel days

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
	<i>Training</i>  Airspace control school	The degree to which the planned training and syllabi requirements are achieved	12 Air space control courses - 102 learners 4 Telecommunication courses - 57 learners 2 Mobile air operations team (MAOT) courses - 80 learners 11 Operations courses - 131 learners 2 Command and control instructor courses - 16 learners
Command post	Air force command post	The degree to which planned flying hours are utilised	Effective command and control of all planned flying hours
Base support capability	Support services for eight Air Force bases and one Air Force station	The degree to which aviation regulatory requirements and support requirements for all aircraft movements are complied with	Full compliance with regulations
	Transport services	The degree to which the needs for personnel and matériel transport are met	All transport requirements satisfied
	Property management services	The degree to which the working environment at all SAAF facilities/installations complies with National Building Regulations and the National Environmental Management Act	Full compliance with regulations
Training capability	Advanced training, skills training, and full time technical training	The degree to which the planned training and syllabi requirements are achieved	498 Learners on various part-time tertiary study fields 1988 Learners on various development and training courses 60 Full-time tertiary training learners 130 Apprentices 90 Full-time engineering learners
	Flying training school	The degree to which the planned training and syllabi requirements are achieved	34 Aircraft serviceable daily 32 Qualified instructors 9 000 Flying hours 2 Pilot courses - 45 pilots 2 Instructor courses - 18 instructors



<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
	Navigator training school	The degree to which the planned training and syllabi requirements are achieved	10 Qualified navigation instructors 1 Navigators course - 4 navigators 1 Instructors course - 4 instructors 2 Survival courses - 40 learners 2 Aviation orientation courses - 17 learners 4 Para sail courses - 60 learners
	Logistical training school	The degree to which the planned training and syllabi requirements are achieved	450 Apprentices 168 Office automation courses - 1 680 learners 140 SAAF unique courses - 1 598 learners
	Personnel development college	The degree to which the planned training and syllabi requirements are achieved	23 Development courses - 675 learners 3 Officers formative courses - 159 learners 5 Distance learning courses - 450 learners 4 Air power courses - 80 learners 1 New Officer Commanding's seminar - 15 members
	Basic military training gymnasium	The degree to which the planned training and syllabi requirements are achieved	6 Basic courses - 500 learners 6 Orientation courses - 48 learners 14 Protection courses - 280 learners 7 Hospitality services courses - 67 learners 7 Fire training courses - 210 learners
Technical support services	Six aircraft-servicing units	The degree to which the aircraft requirement of the flying units is achieved	To provide serviceable aircraft in accordance with System Group business plans
	Armament support	The degree of compliance with the requirements for armament support	On time delivery of the required quantities of armaments and life-support systems for force preparation and employment

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
	Maintenance capability	The degree to which all common aircraft support equipment is maintained and available for use	To provide serviceable support equipment in accordance with system group business plans
	Engineering support	The degree of compliance with all System Group internal engineering requirements	On time delivery of engineering support to system groups
	Operational support and information systems	Effectiveness of aircraft systems information management	Implementation and support of information management to system groups
	Support Process Integration	Effectiveness of aircraft systems policies and procedures	Implementation of cost effective processes and procedures within the system groups

## RISKS AND MITIGATING ACTIONS

Main equipment, weapons systems and ground-support infrastructure have deteriorated to the extent that in many cases they do not comply with required standards and levels of readiness. The declining numbers of suitably skilled and experienced personnel in all disciplines compound the problem. This has already led to the loss of certain capabilities and local industry expertise. Limited funding is also placing the completion of the ROOIVALK project at risk.

## SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

Flying hours for both force preparation and force employ-

ment will be reduced and many ground-support services curtailed. There will also be a reduction in the number of qualified apprentices and learners. No services will, however, be abolished completely.

## PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

Table 7.3 below indicates the measures that will be taken or continued to improve service delivery, reduce costs, and increase efficiency. All benefits realised through these interventions will be applied in accordance with the requirements of the SAAF Strategic Transformation Plan Towards Vision 2012.

**Table 7.3 Performance and Service Delivery Improvement by the Air Defence Programme**

<i>Sub-programme</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Strategic direction	Human resource transformation	Establishment of Air Force board focus areas to address the acquisition of representative members for the core functions of the Air Force, and career preparation of representative members for the strategic defence package aircraft	Meaningful and measurable progress towards the objectives of the SAAF medium-term HR Strategy and SAAF Strategic Transformation Plan Towards Vision 2012	Ongoing

<i>Sub-programme</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
	Review of contracts	A programme plan to complete the review of 50% of all contracts, representing 60% of total funds allocated to all contracts, by July 2004. All contracts must have been reviewed by October 2004 and the financial benefit channelled back to the operating budget by April 2005	Optimised service delivery and support that reflect a cost-effective balance between the operational requirement, the contracted work and the cost to the SAAF	Ongoing
	Logistic restructuring	To review, adjust and restructure (where necessary) logistic support 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	Ongoing
	Alternative service delivery including public-private partnerships	To establish alternative service delivery contracts at AFB Ysterplaat, AFB Hoedspruit and Mariepskop, in accordance with the guidelines in the SAAF Strategic Transformation Plan Towards Vision 2012	Long-term formal alternative service delivery contracts that effectively and substantially reduce the cost of ownership of the mandated air bases, stations and units.	Ongoing
	Operational readiness	To develop and implement a reliable system of measuring the operational readiness of the SAAF to perform its assigned missions in support of the force employment requirements for air power and, if required, adjust the reporting format of the quarterly Operational Readiness Forum accordingly	A reliable measure of the SAAF's operational readiness, indicating the degree of compliance with or deviation from the set output objective as provided by the Air Force Office	Ongoing
	National Aviation Academy	To assess the feasibility of a National Aviation Academy and, if found to be feasible, the establishment of such an academy in conjunction with suitable partners in the commercial aviation sector	Initial flight screening, basic ground and flying training for pilots, and basic technical training, in preparation for the commencement of military flying and system specific maintenance training in the SAAF	Ongoing
	Communications	Establishment of an Air Force board focus area to ensure that communication with both the internal clients and external audiences occur in a proactive manner	Focussed, effective and regular communication with all SAAF personnel on the implementation of, and progress with, Vision 2012	Ongoing



<i>Sub-programme</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Strategic and operational direction	Reduction of uniformed and PSAP personnel	Reduction of approximately 1 000 personnel during the next three years	Substantial reduction in personnel costs	In process
	Seminars and courses to promote excellence model	To implement the South African Excellence Foundation model throughout the SAAF	Improved service delivery	Ongoing
	Project SIYANDIZA	Decentralising responsibilities to all air bases and stations	To improve representivity within the pilot cadre	Ongoing
	Restructuring of the AMG contract	Reduction of approximately 120 personnel during FY2004	Substantial reduction in personnel costs	In process
	The closing down, consolidation and relocation of force structure elements	The migration of units in accordance with the requirements of the SAAF strategic transformation plan. These activities will continue throughout the year	Personnel reductions resulting in an increase in the funds available for the variable costs in the operating budget	Subject to funding



## MARITIME DEFENCE

### SAS AMATOLA



The SA Navy received the first of the new corvettes,  
*The SAS AMATOLA*

The corvettes are designed to carry one helicopter significantly improving and extending surveillance, operational and sea rescue capabilities.

#### *The tasks it conducts include:*

- Regular patrols for the protection of our marine resources against poaching and pollution in our Economic Exclusion Zone;
- Law enforcement at sea with respect to piracy and the smuggling of drugs, weapons and other contraband;
- Search and rescue missions as far south as the Prince Edward and Marion Islands;
- The evacuation of civilian personnel from coastal areas in times of emergency or crisis;
- Provide land support for land forces, as well as the transport of limited equipment and personnel in support of land action, especially during peace-keeping missions.

# MARITIME DEFENCE



## PURPOSE

To provide combat ready and supported maritime defence capabilities for the defence and protection of the RSA.

## FINANCIAL RESOURCES

The Medium-term Expenditure Framework (MTEF) allocation to and estimates for the Maritime Defence Programme per sub-programme is reflected in Table 8.1 below.

**Table 8.1 Maritime Defence Programme - Allocations for FY2004/5 to FY2006/7**

<i>Divisional Objectives</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
Maritime Direction	220 898 402	223 269 268	231 276 486
Maritime Combat Capability	280 514 183	324 996 752	381 093 030
Maritime Logistics Support Capability	167 899 929	170 701 340	171 491 309
Maritime Training Capability	140 685 270	142 203 926	143 281 686
Base Support Capability	282 572 797	288 230 454	292 624 654
<b>TOTAL</b>	<b>1 092 570 581</b>	<b>1 149 401 740</b>	<b>1 219 767 165</b>

## OUTPUTS<sup>1</sup>

The outputs for this programme are reflected per sub-programme in Table 8.2 below.

<sup>1</sup> NOTE. Those outputs, the publication of which is considered to be harmful to the interests of the Republic of South Africa, will not be published in this plan. They are contained in the DOD's classified Strategic Business Plan, which is subject to the scrutiny of Cabinet, the Joint Standing Committee on Defence, the National Treasury and the Auditor General.

**Table 8.2 Maritime Defence Programme - Output details Per Sub-programme for the Year Ending 31 March 2005.**

Measurable objective: Defend and protect South Africa through maintaining and providing prepared and supported air combat forces, services and facilities that meet the requirements of Government

<i>Sub-programme</i>	<i>Output</i>	<i>Performance Measure</i>	<i>Target</i>
Maritime direction capability (strategic direction)	Strategic direction to the maritime defence programme	The degree to which the DOD's policies, strategies and plans are implemented in respect of maritime defence matters	All policies, strategies and plans are implemented as specified
	Maritime defence advice to the DOD	The degree to which all required inputs to DOD policies, Cabinet memoranda, strategies and plans are submitted	All required inputs submitted on time and in accordance with requirements
	Maritime defence capabilities in support of Government initiatives	The degree to which required support to Government initiatives is met	Support provided as required
	Allocation and management of maritime defence resources	The degree to which the allocated budget has been expended as planned	Allocated funds expended as planned and plans are executed within the budget
Maritime combat capability	Prepared and supported maritime combat capabilities	Compliance with required combat-readiness levels  The degree to which allocated funds are utilised as planned	95% Achievement of readiness levels as per combat-readiness schedule  Achievement of force employment objectives as stated in the short-term force employment plan and SA Navy strategic plan  95% Utilisation of budgeted force preparation hours  Prepared and supported maritime combat capabilities  Readiness levels as required
Maritime logistics support capability	2 <sup>nd</sup> line technical upkeep and control service	The degree to which requirements of the SAN strategic plan, SAN maintenance upkeep plan, performance agreements, service agreements and SAN logistics policy have been met	95% Achievement of operational upkeep plans  Full adherence to SAN logistic policy
	3 <sup>rd</sup> line upkeep capability of naval vessels in accordance with the Major Upkeep Programme	The degree to which requirements of the SAN strategic plan, SAN maintenance upkeep plan, performance agreements, service agreements and SAN logistics policy have been met	95% Achievement of operational upkeep plans
	SAN specific logistic warehousing and distribution service	The degree to which requirements of the SAN strategic plan, SAN maintenance upkeep plan, performance agreements, service agreements and SAN logistics policy have been met	95% Timely provision of serviceable services and delivery of requirements

<i>Sub-programme</i>	<i>Output</i>	<i>Performance Measure</i>	<i>Target</i>
	Armament warehousing and distribution service	The degree to which requirements of the SAN strategic plan, SAN maintenance upkeep plan, performance agreements, service agreements and SAN logistics policy have been met	Full adherence to SAN logistics policy 95% Availability of serviceable stock iaw the "war" reserve requirements
	Publications provisioning service to the SAN	The degree to which requirements of the SAN strategic plan, SAN maintenance upkeep plan, performance agreements, service agreements and SAN logistics policy have been met	Full compliance with SAN logistics policy 95% Timeous delivery of serviceable items of supply
Maritime training capability	Formative training capability	The degree to which the planned training and syllabi and South African Qualification Authority (SAQA) and National Qualification Framework (NQF) accreditation have been achieved	4 Courses providing 762 formative learning opportunities for reserve and full-time personnel Full achievement of course objectives 95% Utilisation of total learning opportunities per sub-subprogramme Full SAQA and NQF accreditation
	Functional and warfare training capability	The degree to which the planned training and syllabi and SAQA and NQF accreditation have been achieved	112 Courses providing 5 292 military functional and warfare learning opportunities for reserve and full-time personnel Full achievement of course objectives 95% Utilisation of total learning opportunities per sub-subprogramme Full SAQA and NQF accreditation
	Technical training capability	The degree to which the planned training and syllabi and SAQA and NQF accreditation have been achieved	6 Courses providing 390 technical learning opportunities for reserve and full-time personnel Full achievement of course objectives 95% Utilisation of total learning opportunities per sub-subprogramme Full SAQA and NQF accreditation



<i>Sub-programme</i>	<i>Output</i>	<i>Performance Measure</i>	<i>Target</i>
	Staff training capability	The degree to which the planned training and syllabi and SAQA and NQF accreditation have been achieved	2 Courses providing 108 staff learning opportunities for reserve and full-time personnel Full achievement of course objectives 95% Utilisation of total learning opportunities per sub-sub-programme Full SAQA and NQF accreditation
Maritime base support capability	Base support to ships and shore units and other identified clients, capable of providing the following: Base manager service Operations service Logistic service Navy band Executive service Public relations service Naval harbour service Maintenance and upkeep of naval harbours and facilities Search-and-rescue capability	Capability as per SAN strategic plan The degree of compliance with legislation, policy and prescripts The degree to which the SAN maintenance upkeep plan for facilities has been met; harbour facilities are available; and Search-and-rescue capability is available	95% Achievement of disaster/emergency preparedness levels 95% Achievement of security targets 95% Compliance with Occupational Health & Safety Act 95% Achievement of service provision as per service agreements 95% Availability of harbour services and facilities 1 x Harbour Patrol Boat per naval base / station at immediate notice for search and rescue 1 x Tug at 8 hours notice for designated primary role

## RISKS AND MITIGATING ACTIONS

The Navy's risks lie in the lack of logistical support, ordnance and facilities, mainly for the new corvettes and submarines.

The rapid deterioration of facilities and equipment together with a lack of funds to address this, will continue to hamper effective logistic support.

This is compounded by the lack of trained and qualified personnel due to the requirement to staff the corvettes and submarines in Germany, the age and maintainability of vessels in service and the shortage of funds required to upgrade systems technologically in order to make vessels functional for their primary roles.

## SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

In accordance with the Navy Review recommendations, certain stores depots, maintenance units and the naval reserve units will be closed down. These functions will, however, be incorporated into existing units. As the new corvettes are being phased in, the existing strike craft will be phased out.

## PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The sub-programmes of the maritime defence programme are intended to improve their performance and service delivery as indicated in Table 8.3 below.

**Table 8.3 Performance and Service Delivery Improvement by the Maritime Defence Programme**

<i>Core Objective</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Maritime strategic direction	SAN review	The implementation of the findings of the Navy Review will continue	A more affordable, effective and sustainable SAN for the future	In process
	Public relations	Increased emphasis on output and planning Restructuring of the fleet	Increased effectiveness of communication within the SAN and enhanced public image	In process
	Management of the fleet business plan	Planning forum to have as its core business the management of the fleet business plan	The content of the fleet business plan will become more accurate and auditable, and directors will be able to manage risks more effectively	To be instituted
	Review of the fleet business plan	Regular review of the fleet plan by the fleet board	Changes to the fleet plan will be formalised, ensuring accuracy and applicability	To be instituted
	The improvement of the SAN human resource service delivery by means of a formalised human resource delivery service	Determine the SAN education, training and development philosophy	The education training and development philosophy is mapped	In process
		Derive and promulgate the SAN promotion policy	A uniform basis for, and general measures regulating, the SAN promotion procedure for members in the Regular Force and the Reserve Force, is prescribed	In process
		Derive and promulgate the SAN career management policy	A uniform basis for, and general measures regulating, the SAN career management procedure for members in the Regular Force and the Reserve Force, is prescribed	In process
		Derive and promulgate the SAN sports policy	A uniform basis for, and general measures regulating, the promotion of sport for members in the Regular Force and the Reserve Force, is prescribed	In process
		Determine and promulgate the procedure for the awarding of medals and decorations within the SAN	A uniform basis for, and general measures regulating the award of medals and decorations is prescribed for the SAN	In process
		Map the SAN career plan for technical officers, provisioning administration officers and engineering officers	The organisational prescripts for career progression and growth, and incentive opportunities for technical officers, provisioning administration officers and engineering officers are prescribed	In process
		Describe and promulgate the SAN education, training and development simulation master plan	The SAN education, training and development simulation master plan is mapped and promulgated	In process
		Promulgate the SAN policy on senior command and staff training	The SAN policy on senior command and staff training is developed and promulgated	In process

<i>Core Objective</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
		Promulgate the SAN policy on the utilisation of women at sea	The SAN policy on the utilisation of women at sea is promulgated	Pilot phase concluded
	The improvement of the SAN human resource service delivery by means of a formalised human resource delivery service (cont)	Describe and promulgate the SAN strategy on presenting learning opportunities to foreign countries	The SAN strategy on presenting learning opportunities to foreign countries is described and promulgated	In process
		Describe and promulgate the SAN policy on recreation Describe and promulgate the SAN policy on team building exercises	The SAN policy on recreation is delineated and promulgated The process and procedure for attendance and authorisation of team building exercises is described and promulgated	In process
		Closing down of naval reserve units in line with the DOD's one force concept and introduction of an integrated navy reserve management system including the introduction of an establishment table that would be staffed by the Navy Reserve	The Navy Reserve should be the only source of competent, ready-use human resources capable of supplementing the Regular Force in times of staff shortages when rapid expansion of staff is required	In process
Maritime combat capability	Phasing out of service of vessels that have reached the end of their economical operational utilisation	The SAN will continue with its planned disposal of the SAS OUTENIQUA, strike craft, minesweepers, submarines and small craft	More capacity will be created to assist with the introduction of the new corvettes and submarines into the SAN	In process
	Introduction of new technologies into the SAN	The training plans for projects SITRON and WILLS will ensure that personnel are skilled in 26 new technologies	Increased capabilities to perform primary and secondary tasks	Ongoing
	Maximising continuation training	The SAN will utilise all available force preparation and force employment activities for continuation training	Additional training will be done without additional costs, thereby increasing the combat competency levels of SAN personnel	Ongoing
	Environmental policy	Incorporation of force preparation and force employment activities with aspects such as reporting whales and dolphins on patrol reports and sinking targets as artificial reefs	Enhanced public image Continuous and entrenched support to other State departments	In process
Maritime logistics capability	The disposal of weapons and equipment	The SAN will continue to dispose of obsolete weapons and equipment in accordance with the SAN disposal plan	More capacity will be created to assist with the introduction of the new corvettes and submarines into the SAN	Ongoing

<i>Core Objective</i>	<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
	Closure and/or transfer of units	Closure of Naval Base Durban and transfer of Naval Stores Depot Durban to General Support Base SAS SALDANHA, supported by Naval Base Simon's Town	Cost savings will assist the SAN in becoming more affordable	In process
	Operational support information systems	Continued work to clean up data by means of BOM project. Disposal of related surplus/ obsolete equipment Unit Information Management System and Directorate Integrated Management System phased out Implementation of performance measurement model Training of personnel	Implementation of operational support information systems (OSIS) and establishing it as the basis of the configuration management, maintenance planning and material accounting system of the SAN	In process
	Environmental compliance	Actions to comply with policies and prescripts wrt phasing out or replacing ozone destructive substances, control and reduction of noise, dust and chemical pollution, control and eradication of alien vegetation and disposing of hazardous chemicals and materials will continue	Increased legal compliance and decreased legal liability as well as improved image wrt environmental impacts	Ongoing
	Naval dockyard service	Transformation of naval dockyard service into an efficient, effective and economic organisation functioning independently of the SA Navy	Restructuring Improved service delivery and output Improved performance	Approved by MOD
	Optimise the Education, Training and Development (ETD) practitioners' training	Establishment of fleet Education, Training and Development (ETD) centre containing curriculum facilitation, evaluation and media facility sections. The centre will also train ETD instructors	Managed by separate public entity within the DOD  Members returning from overseas and local project related learning opportunities will obtain assistance in translating newly acquired knowledge and skills into learning opportunities, which will be integrated at the appropriate level into existing learning opportunities	In process
Maritime training capability	Decommissioning of naval reserve units and incorporation into regular units	Introduction of an integrated navy reserve management system and the introduction of an establishment table staffed by the Navy Reserve	The Navy Reserve should be the only source of competent, ready-use human resources capable of supplementing the Regular Force in times of staff shortages when rapid expansion of staff is required	In process





The South African Military Health Service (SAMHS) hosted the International Congress on Military Medicine (ICMM). The ICMM is the biggest event on military medicine in the world. Military medicine has become increasingly important globally. The SAMHS has built partnerships and relationships for the future to improve military medical work around the globe in order to save more lives faster and more effectively. The SAMHS succeeded in promoting its image and that of South Africa.

# MILITARY HEALTH SERVICE



## PURPOSE

To provide prepared and supported medical combat support elements and services.

## FINANCIAL RESOURCES

The Medium-term Expenditure Framework (MTEF) allocation to and estimates for the Military Health Service Programme are reflected per sub-programme in Table 9.1 below.

**Table 9.1 Military Health Service Programme - Allocations for FY2004/5 to FY2006/7**

<i>Divisional Objectives</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
Strategic Direction	90 398 819	91 894 992	93 841 723
Military Health Support	43 825 287	44 487 778	52 647 871
Area Military Health Service	442 483 652	460 078 906	462 710 515
Specialist/Tertiary Health Service	522 979 484	540 511 342	553 761 760
Product Support Capability	49 290 372	58 623 902	92 303 782
Base Support Capability	57 363 084	73 168 623	82 219 512
Military Health Training Capability	99 218 985	109 552 427	117 163 860
<b>TOTAL</b>	<b>1 305 559 683</b>	<b>1 378 317 970</b>	<b>1 454 649 023</b>

## OUTPUTS<sup>1</sup>

The outputs for this programme are reflected per sub-programme in Table 9.2 below.

<sup>1</sup> NOTE. Those outputs, the publication of which is considered to be harmful to the interests of the Republic of South Africa, will not be published in this plan. They are contained in the DOD's classified Strategic Business Plan, which is subject to the scrutiny of Cabinet, the Joint Standing Committee on Defence, the National Treasury and the Auditor General.



**Table 9.2 Military Health Service Programme - Output Details Per Sub-programme for the Year Ending 31 March 2005**

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

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Strategic direction	Strategic direction to the military health service programme	The degree to which the DOD's policies, strategies and plans are implemented in respect of military health matters	All policies, strategies and plans are implemented as specified
	Military health service advice to the DOD	The degree to which all required inputs to DOD policies, Cabinet memoranda, strategies and plans are submitted	All required inputs submitted on time and in accordance with requirements
	Military health service capabilities in support of Government initiatives	The degree to which required support to Government initiatives is met	Support provided as required
Military health support	One Regular Force medical battalion group One Regular Force specialist medical battalion group Three reserve medical battalion groups One Presidential support unit	The degree to which the requirements of the force preparedness schedule and the short-term force employment plan are met  The degree of compliance with statutory norms and regulations	As specified in the readiness schedules  Compliance with statutory norms and regulations
Area military health service	9 x area health units 26 x health centres 53 x sickbays 5 x base hospitals 42 x oral health clinics A multi-disciplinary military health service for the SANDF and other patients as authorised	Health colour code status  HIV conversion rate since last concurrent health assessment (CHA)  Accessibility of a quality health service to SANDF serving and retired personnel and dependants	No deterioration in the Green (healthy) status  1% HIV conversion rate  80% of available military members present attend health promotion and preventive programmes  Health facilities within 30 kms of 90% patients
Specialist/tertiary health service	A tertiary military health capability for serving and retired SANDF members and their dependants, Government VIPs, and other Government approved patients (including support to the United Nations and the Southern African Development Community) through military hospitals in Cape Town, Bloemfontein and Pretoria  Tertiary military health services	Operational readiness  Hospital days  In-patient days  Items per script	Readiness states as stipulated by the Surgeon General (SG)  To service 68 000 serving SANDF members, their dependants, 15 000 Code 4 and Code 7 members, retired SANDF members and their dependants, Government VIPs, and other Government approved patients (including support to the United Nations and the Southern African Development Community)

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
	<p>A comprehensive aviation health capability</p> <p>An aviation health service for the SANDF conducting: VIP medical assessments; hyperbaric treatment; G-tolerance training for aviators; aviation medical assessments; provision of air evacuation teams; aviation medical fitness verification service for the SAAF and SACAA</p>	<p>Performance as per service agreements/service level agreements and contracts</p> <p>24 hour availability of air evacuation teams</p> <p>Statistics to SACAA</p> <p>G-tolerance training in accordance with SAAF needs</p>	<p>Compliance with agreements and contracts</p> <p>Response time of air evacuation teams less than 60 minutes during day and 120 minutes at night-time</p> <p>22 000 Aviation medical confirmations for SACAA</p> <p>600 Aviation medical confirmations for SAAF</p>
	<p>Psychological assessments</p> <p>Registration and recording of military health related research &amp; development</p> <p>Provide technical R&amp;D support in all health research matters</p> <p>Conduct and manage health related R&amp;D as assigned to the unit</p>	<p>Project satisfaction according to SAMHS order</p> <p>Conforms to code of good research practice and ethical conduct</p> <p>Technical support in relation to project contract and stipulations</p> <p>Timely delivery of contract as per specification</p> <p>According to statutory guidelines and regulations</p>	<p>1 x Military psychological institute</p> <p>Client satisfaction</p> <p>100% Compliance with research protocols by target date</p> <p>100% Adherence to code of assessment and development practice by project target date</p> <p>100% Adherence to code of good research practice and ethical conduct</p>
	<p>A comprehensive maritime health capability</p> <p>A maritime health service for the SANDF conducting: hyperbaric treatment; maritime medical assessments; diving medical fitness verification service for the SAN; base service</p>	<p>Performance as per service agreements/service level agreements</p> <p>24 hour availability of a medical officer at Navy decompression facility</p> <p>In accordance with clinical therapeutic regimes</p>	<p>Compliance with agreements</p> <p>24-hour availability of a medical officer at Navy decompression facility</p> <p>1 300 Health assessments</p> <p>600 diving and submarine medicals</p> <p>1 300 Health assessments</p>
	<p>A comprehensive veterinary health capability consisting of 11 animal clinics and two veterinary hospitals</p> <p>A veterinary health service for the DOD at 11 animal clinics, two veterinary hospitals and DOD game conservation areas</p> <p>Veterinary support to deployed SANDF forces and SAPS as required</p>	<p>Performance as per service agreements/service level agreements</p> <p>24-hour availability of medical officers at Navy decompression facility</p> <p>In accordance with clinical therapeutic regimes</p>	<p>Compliance with agreements</p>



<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Product support capability	Pharmaceutical and sundries warehousing capability consisting of a SAMHS military health depot in the military health base depot Pharmaceutical and sundries warehousing service for the SAMHS	Timeous printing and posting of receipt vouchers. Timeous despatching of issue vouchers. Control of stock	In two working days 90% of receipt vouchers posted in 7 working days 90% of issue vouchers of stock despatched by depot finalised in 7 working days Stock differences less than 2% of stock turning or stock value
	Mobilisation and unique stock (58891 & 50005) warehousing capability consisting of a mobilisation depot in the military health base depot Mobilisation and unique stock (58891 & 50005) warehousing service for the SAMHS	Timeous printing and posting of receipt vouchers Timeous despatching of stock finalised Control of stock	Printing and distribution within two working days 90% of receipt vouchers posted in 1 month 90% of issue vouchers of stock despatched by depot finalised in 1 month Stock differences less than 2% of stock value
	SAMHS unique products, materials and services Procurement capability, consisting of a military health procurement unit SAMHS unique products, materials and services procurement service	Availability of depot items Timeous order placement Timeous ad hoc tender completion	A "Dues Out" on depot items less than 10%, if finances are available in time Direct demands order in five working days, after finances are available Ad hoc tenders completed before October, if requests were in time
	Electro-medical equipment asset management service	Integrity of electro-medical equipment asset management control system Compliance with statutory medical equipment service requirements	Asset registers updated at least twice per year State of serviceability reports submitted within 30 days of inspections Full compliance with statutory medical equipment service requirements
	Sustained SAMHS product systems (mobilisation stock, medical evacuation vehicles, B & D vehicles, common commodities)	Client satisfaction Performance standards as contained in service agreements with clients Timeous order payment	Payment of 100% of orders two months before the end of the financial year
Base support capability	A general base support capability for identified defence programmes	The provision of base facilities and services to support the operational readiness of identified units and personnel in accordance with service level agreements, DOD policy and SAMHS policy	Full conformance with all DOD policy, guidelines and agreements with respect to base support 100% Client satisfaction

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Military health training capability	Trained SAMHS personnel	Education, Training and Development (ETD) standards	Trained personnel as per SAMHS training plan

## RISKS AND MITIGATING ACTIONS

The risks confronting the SAMHS have implications for the whole of the SANDF, as each member (including retired members) and his/her 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 are the main risk factors.

The inability to recruit sufficient numbers into uniform, which is exacerbated by the loss of experienced personnel, stimulates the process of high health practitioner turnover.

Incentives are being introduced to recruit and retain health care professionals in the military. In addition, military health personnel should benefit from Government efforts to retain scarce skills and to entice professionals to rural or under-served locations.

The reduction in output of the defensive chemical and

biological warfare programme poses a strategic risk, which will be mitigated by careful monitoring of the environment to ensure that the capability will be available when required.

## SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

The only planned reduction in output, is in the defensive chemical and biological warfare environment. However, the deteriorating state of military hospitals and medical facilities as well as their continued under-funding could lead to a reduction in the quality of the health support provided.

## PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The subprogrammes of the Military Health Service programme are intended to improve their performance and service delivery as indicated in Table 9.3 below.

**Table 9.3 Performance and Service Delivery Improvement by the Military Health Service Programme**

<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Health care	Generic medicine Project med-save Art 38A nurses Medical orderlies Code-lists	Reduction in health care cost	Ongoing
Warehousing	Pre-packing of medicine	Reduction in health care cost	Ongoing
Prescriptions Treatment Biomedical	Code lists Generic medicine Art 38A nurses Medical orderlies Biomedical capability	Reduction in health care cost	Ongoing
Provision of services in under-served areas	Discounts on service delivered against prescribed benefit scales	Reduction in health care cost	Ongoing
Remuneration strategies	Commutated overtime Oral health scheme Project med-save Benefits for health professionals in rural areas	Reduction in health care cost Higher productivity Incentive to remain in SAMHS	Ongoing

<i>Activities</i>	<i>Planned Management Interventions</i>	<i>Anticipated Benefit</i>	<i>Status</i>
Leadership principles	Full-range leadership programme Leadership, command and management principles training	Democratic organisation	Ongoing
Service delivery	<i>Batho Pele</i> Effect analysis	Client satisfaction	Ongoing
Continuous learning and development	Continuous professional development programme	Client satisfaction Savings through better procedures	Ongoing
Discipline	Training <i>Batho Pele</i>	Client satisfaction	Ongoing
HR management	Inspector General's audit effect analysis HR training	Client satisfaction	Ongoing
Equipping of HR with uniforms	80% of SAMHS members to wear ABUNT	Savings on the cost of full uniform scale issue	To be implemented
Costing of health services	Health information programme	Reduction in health care cost through trend analysis and corrective action Recuperation of costs	In development (subject to funding)
Maintenance programme on all main medical equipment	Reactivation of biomedical system	Cost saving on replacements	Reactivated (subject to funding)
Health information system	Health informatics programme	Client satisfaction Sound management information	In development (subject to funding)

# DEFENCE INTELLIGENCE



## PURPOSE

To provide a defence intelligence and counter-intelligence capability.

## FINANCIAL RESOURCES

The Medium-term Expenditure Framework (MTEF) allocation to and estimates for the Defence Intelligence Programme are reflected per sub-programme in Table 10.1 below.

**Table 10.1 Defence Intelligence Programme - Allocations for FY2004/05 to FY2006/07**

<i>Objectives</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
Strategic Direction.	155 900	163 695	180 064
Operations	11 510 079	11 412 272	12 344 886
Defence Intelligence Support Services	134 154 263	142 419 878	150 269 344
<b>Total</b>	<b>145 820 242</b>	<b>153 995 845</b>	<b>162 794 294</b>

## OUTPUTS

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

**Table 10.2 Defence Intelligence Programme - Output Details Per Sub-programme for the Year Ending 31 March 2005**

Measurable objective: Defend and protect South Africa by the provision of timely and accurate military intelligence and counter-intelligence products and services that meet the requirements of Government			
<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Strategic direction	Strategic direction to the Defence Intelligence programme	The degree to which the DOD's policies, strategies and plans are implemented in respect of intelligence matters	All policies, strategies and plans are implemented as specified

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
	Defence Intelligence advice to the DOD	The degree to which all required inputs to DOD policies, Cabinet memoranda, strategies and plans are submitted	All required inputs submitted on time and in accordance with requirements
	Defence Intelligence capabilities in support of Government initiatives	The degree to which required support to Government initiatives is met	Support provided as required
Operations	Intelligence service capability	Client feedback as per service agreements	Full compliance with agreements
Defence Intelligence support services	Intelligence support services	Client feedback	Full compliance with client requirements

## RISKS AND MITIGATING ACTIONS

Defence Intelligence risks lie mainly in the information technology environment. Current systems are outdated and urgently in need of replacement. At the same time technological advances in the collection environment require expensive solutions. Further risks are the poor and deteriorating condition of Defence Intelligence's headquarters building and the continuous outflow of skilled and experienced Defence Intelligence personnel.

## SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

No scaling down of services is planned.

## PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The sub-programmes of the Defence Intelligence programme are intended to improve their performance and service delivery as indicated in Table 10.3 below.

**Table 10.3 Performance and Service Delivery Improvement by the Defence Intelligence Programme**

<i>Project Description</i>	<i>Activities</i>	<i>Anticipated Benefit</i>	<i>Status</i>
To improve the analytical capabilities of the intelligence functionary	Language training of all intelligence functionaries	Improved comprehension and intellectual capacity	Ongoing
	Leadership training	Improved acceptance of transformational principles and engagement of challenges	Ongoing



# JOINT SUPPORT



## PURPOSE

To provide joint support capabilities and services to the department.

## FINANCIAL RESOURCES

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

**Table 11.1 Joint Support Programme - Allocations for FY2004/05 to FY2006/07**

<i>Divisional Objectives</i>	<i>2004/05 (R 000)</i>	<i>2005/06 (R 000)</i>	<i>2006/07 (R 000)</i>
Acquisition Services	2 488	2 418	2 529
Strategic Direction (Joint Support Office). To coordinate corporate support for DOD	4 637	4 845	5 318
Command and Management Information Services. Provide Command and Management Information Systems Capability (CMIS)	816 352	863 222	915 688
Departmental Support	493 802	383 099	403 523
Logistic Support Capability (DOD Log Agency)	623 334	657 577	692 517
Joint Training. To provide the DOD with professional developmental and non-combat/mission common functional learning opportunities	99 768	104 518	109 851
Military Policing. To provide a military policing capability to the DOD	213 310	225 660	237 492
Service Corps. To provide a demilitarisation service to individual members of the DOD	49 707	52 701	55 670
<b>Total</b>	<b>2 303 398</b>	<b>2 294 040</b>	<b>2 422 588</b>

## OUTPUTS

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

**Table 11.2 Joint Support Programme - Output Details Per Sub-programme For The Year Ending 31 March 2005**

Measurable objective: strategic direction, joint logistic, command and management information, military policing, joint training, reskilling and resettlement and human resources support capabilities, services and facilities for the defence and protection of South Africa and support to its people that meet the prescribed combat readiness, operational and other requirements of Government

<i>Sub-programme</i>	<i>Output</i>	<i>Measure/Indicators</i>	<i>Target</i>
Strategic direction	Strategic direction to the Joint Support sub-divisions	The degree to which the DOD's policies, strategies and plans are implemented in respect of joint support matters	Full compliance
Joint logistic services	Strategic direction and policy advice	The degree to which all required inputs to DOD policies, Cabinet memoranda, strategies and plans are submitted	Full compliance
	Integrated logistic system support services	The degree to which services are delivered at the right time, right place and in the required quantity as per client specifications agreed to in the service agreements	Full compliance with service agreements
	National codification system support	The degree to which services to clients are supplied as required	Full compliance with service agreements
Command and Management Information Services	Strategic direction to the CMIS sub-programme	The degree to which the DOD's policies, strategies and plans are implemented with respect to CMIS matters	Full compliance
	CMIS advice to the DOD and other Government departments	The degree to which all required inputs to DOD policies, Cabinet memoranda, strategies and plans are submitted	90% Acceptance of CMIS Advice
	CMIS capabilities and services in support of DOD initiatives	The degree to which services to clients are supplied as required The degree to which the required combat-readiness states are achieved	Full compliance
	Information system security on all DOD and Government networks	Specific Departmental requirements as stated in the service agreements	99% Information system security on all networks
Joint training	Professional developmental and non-combat common functional learning capabilities, services and opportunities for the DOD	The degree to which the planned training and syllabi requirements and other planned activities are achieved	Full compliance
Military Police (MP)	Military policing capability and services	The degree to which planned combat readiness is achieved Percentage of offenders successfully prosecuted	Full compliance
Service Corps	A reskilling and employment assistance capability	The degree to which planned reskilling is achieved Sustainability statistics of placed clients Ratio of clients successfully assisted with employment	Full compliance

## RISKS AND MITIGATING ACTIONS

Joint Support is faced by a host of risks, mainly related to maintenance and repair of facilities, vehicles and equipment, as well as the skill and experience level of personnel. In addition there are risks to the DOD arising from the lack of an ammunition disposal plant. This will lead to unsafe and unstable ammunition being stored and can lead to loss of life and property.

The DOD transformation process was based on the premise that an information system would be in place in order to be able to reduce the number of support personnel to the absolute minimum. The DOD does not have the funds to install a suitable enterprise application system; consequently support structures cannot be reduced. Furthermore, IBM will only support the present operating system software (OS/390 V2R9) of the DOD mainframes until March 2004. The present mainframes have reached the end of their life cycle and need to be replaced. Funds are, however, not available for replacement. This is a serious risk facing the whole of the DOD and must be urgently addressed.



### SERVICES TO BE SCALED DOWN, SUSPENDED OR ABOLISHED

Although no reduction of output is planned, the lack of funding for information technology requirements for various applications and for replacement of current mainframe systems will adversely affect output.

### PERFORMANCE AND SERVICE DELIVERY IMPROVEMENT

The subprogrammes of the Joint Support programme are intended to improve their performance and service delivery as indicated in Table 11.3 below.

**Table 11.3 Joint Support Division: Service Delivery Improvement Projects: FY2004/2005**

<i>Objective</i>	<i>Activities</i>	<i>Project Description</i>	<i>Anticipated Benefit</i>	<i>Status</i>
The more efficient execution of military policing services	The implementation of the electronic crime administration system	Crime administrative system	Direct linkage to other State departments on crime issues Improved circulation of information on stolen vehicles and DOD property Improved planning against crime	In process
To direct HR support services in the DOD	Info kiosk project	Automation of personnel processes	Improved service delivery and decrease in time for processes	In process
	Call centre	Single point of entry for enquiries	To render quick and effective service to customers	In process
To provide direction for the reskilling and employment assistance and reallocation of resources in accordance with approved governance	Obtain Cabinet approval for migration expenditure Obtain free-standing information systems to ensure optimal support of processes	Migration of the Service Corps out of the Department of Defence	Optimised resources	In process

# CONCLUSION

This Strategic Business Plan represents the Department of Defence's (DOD's) commitment to excellent service delivery to the South African public as mandated by the Constitution, national legislation and related Government policies and regulations.

Despite serious budgetary constraints, the DOD has succeeded in consistently providing troops and support personnel as and when required both inside and outside the country.

The South African National Defence Force (SANDF) in particular has become a recognised partner and contributor towards regional and global security efforts. The DOD continues, in collaboration with other countries, in seeking long-lasting solutions to Africa's inter-state and intra-state wars and conflicts.

However, the misalignment between the increase in ordered commitments and the allocated budget puts the DOD in an awkward and unenviable position of having to reprioritise its business almost on a continuous basis. This has a direct adverse effect on the ability of the DOD to maintain the SANDF's prime mission equipment and facilities at acceptable levels of operation.

It is envisaged that the phased withdrawal of the SANDF from routine support to the South African Police Service (SAPS), the migration of the Service Corps to become a national asset, the increased implementation of the military skills development (MSD) programme, supported by a viable exit mechanism and the successful integration of the strategic defence package weapon systems will have

a long-term positive effect on improving the budgetary situation of the DOD.

While the Defence Review remains the primary guiding document for the implementation of the Military Strategy, the realities emanating from limited budget dictate that the DOD has to rely on the guidelines provided by the Minister of Defence, the Secretary for Defence and the Chief of the SANDF in order to ensure affordable and sustainable defence. The management of strategic risks has been institutionalised as required by the Public Finance Management Act.

Furthermore, it is hoped that the implementation of Human Resources (HR) Strategy 2010 will continue to bear fruit as the recent intakes of the MSD have shown. The MSD programme will not only rejuvenate the HR component of the DOD, but also help provide additional skills and employment opportunities for young people. The continued absence of an exit mechanism is, however, hampering this process and should be addressed as one of the major challenges to the DOD.

The DOD is making progress on health issues through efforts such as Project MASIBAMBISANE and Project PHIDISA (the latter is a collaborative effort between the DOD, MEDUNSA and the United States (US) National Institute of Health and the US DOD in order to undertake research on treatment options for HIV/AIDS positive members). However, the DOD remains acutely aware of its responsibility and the importance of being able to provide a healthy, well-prepared, capable and mission-ready National Defence Force.

# ABBREVIATIONS



ADA	Air Defence Artillery
AO	Accounting Officer
ATR	Army Territorial Reserves
AU	African Union
CSANDF	Chief of the South African National Defence Force
C <sup>2</sup> I	Command and Control Information
C <sup>4</sup> I <sup>2</sup> RS	Command and Control, Communications, Computers, Information, Intelligence, Infrastructure, Reconnaissance and Surveillance
CMI	Command and Management Information
CRS	Combat Readiness Schedule
DFA	Department of Foreign Affairs
DFR	Defence Foreign Relations
DI	Defence Intelligence
DOD	Department of Defence
DPSA	Department of Public Service and Administration
DRC	Democratic Republic of Congo
EO and AA	Equal Opportunities and Affirmative Action
ETD	Education, Training and Development
FD	Force Design
FIM	Flight Information Manual
FMS	Financial Management System
FPS	Force Preparedness Schedule
GCIS	Government Communication and Information System
GSB	General Support Base
HOUS	Higher Order User System
HQ	Head Quarters
HR	Human Resource



IMT	Institute for Maritime Technology
ISDSC	Inter-state Defence and Security Committee
ISO	International Standards Organisation
IT	Information Technology
L CAMPS	Leadership, Command and Management and Principles
MOD	Ministry of Defence
MOU	Memorandum of Understanding
MSA	Military Strategic Appreciation
MSD	Military Skills Development
MSF	Mission Success Factors
MTEF	Medium-term Expenditure Framework
MTP	Master Technology Plan
NEPAD	New Partnership for Africa's Development
NGOs	Non-Governmental Organisations
NICOC	National Intelligence Co-ordinating Committee
NQF	National Qualifications Framework
PDSC	Plenary Defence Staff Council
PMFA	Public Finance Management Act
PSA	Public Service Act
PSDIP	Performance and Service Delivery Improvement Programme
RDP	Reconstruction and Development Programme
RSA	Republic of South Africa
SA Army	South African Army
SAAF	South African Air Force
SADC	Southern African Development Community
SAEM	South African Excellence Model
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
SG	Surgeon General
SISP	System Information Strategic Plan
STFEP	Short-term Force Employment Plan
TRP	Transformation and Restructuring Package
UN	United Nations





## **DEFENCE IN A DEMOCRACY**