1993-94: JMCC Policy Debates around the Defence Sector

1996-98: Defence Transformation Project (Deloitte & Touche Contract)

1998: Defence Review

1996: White Paper on Defence

1999: White Paper on Peace Missions


2002-03: Attempts to Develop a new Military Strategy and Mobilise Funds

2004-07: The Cost Driven/Cost Constrained Defence Update Process

2004: Parys Resolutions


2011-15: Ministerial Initiative to Develop a New Defence Review

2015 Onwards: Implementation

SOUTH AFRICAN DEFENCE POLICY DEVELOPMENT
ORIENTATION

- **Introduction**: provides the requirement for a review of the RSA Defence Policy and sets out the policy principles.
- **Chapter 1**: RSA from a developmental perspective. (NDP)
- **Chapter 2**: The strategic environment -drivers of present and future conflict.
- **Chapter 3**: Defence and National Security, Defence Mission, Goals and Tasks.
- **Chapter 4**: Directing Defence.
- **Chapter 5**: Defend and Protect the RSA.
- **Chapter 6**: Safeguarding of the RSA.
- **Chapter 7**: Regional and Continental Peace and Security
- **Chapter 8**: Developmental and Other Ordered Tasks.
- **Chapter 9**: Defence Strategic Trajectory.
- **Chapter 10**: Force Generation.
- **Chapter 11**: Leadership.
- **Chapter 12**: Discipline.
- **Chapter 13**: Management Systems.
- **Chapter 14**: Resource Systems.
- **Chapter 15**: Defence Industry Policy and Strategy
DEFENCE REVIEW DEVELOPMENT PROCESS

- Mandated by the Minister of Defence, the Committee conducted a pre-study of 44 international defence reviews and a detailed study of 10 reviews done in the last 4 years.

- Conducted a diagnostic of the defence organisation.

- Consulted with the African Union, SADC and other international organisations.

- Conducted more than 436 formal engagements.

- Published the first draft in order to facilitate more than 148 formal consultations with stake holders.

- Held a series of 10 ‘Imbizos’ in each Province at grassroots level.

- Consolidated the content of more than 76 written submissions.
CHAPTER 1 : THE SOUTH AFRICAN STATE

• Reflects on South Africa’s history, acknowledges our apartheid past and the different role that the military plays in a democratic society.
• Highlights the key developmental challenges:
  – Poverty.
  – Income Inequality.
  – Unemployment.
  – Education.
  – Criminality
• From the outset, care was taken to integrally align the Defence Review with the National Planning Commission Diagnostic Report and the National Development Plan.
• Creates an understanding of the potential contributions the Defence organisation can make towards national development imperatives.
CHAPTER 2 : THE STRATEGIC ENVIRONMENT

• Globally:
  • persistent regional and local conflicts;
  • violent political, ethnic and religious extremism;
  • acts of terror;
  • proliferation of weapons of mass destruction;
  • involvement of non-state actors in conflict; and
  • high levels of international crime and cyber threats.

• Continentally:
  – the lack of political rights;
  – weak and dysfunctional states;
  – politicisation of ethnicity and the marginalisation of groups;
  – inappropriate military involvement in political affairs;
  – non-state actors and the unconstitutional changes of governments;
  – competition over scarce resources;
  – poverty, under development and poor human security including endemic disease; and
  – maritime insecurity; crime and piracy.
Strategic Issue:
Reducing illegal immigration
CHAPTER 2 : THE STRATEGIC ENVIRONMENT

• The world is becoming increasingly more complex and unstable with increased risk to security.

• The future Defence Force will be required to operate in complex, highly fluid and often lethal environments.

• Future Missions may range from:
  • non-combat operations with little use of force, to;
  • major combat operations with the use of lethal force.

• Future Missions will involve the collaboration with:
  • other government departments;
  • multinational organisations and forces.
  • NGOs and humanitarian agencies; and
CHAPTER 3: DEFENCE AND NATIONAL SECURITY

- Domestically, South Africa’s national security focuses on:
  - sovereignty;
  - territorial integrity;
  - constitutional order;
  - security and continuance of national institutions;
  - well-being, prosperity and upliftment of the people;
  - growth of the economy; and
  - good governance.

- Regionally, South Africa’s national security focuses on:
  - extending international influence;
  - securing external vital interests;
  - enduring stability, unity and prosperity of the region, and the continent;
  - growing the South African economy through access to new markets and opportunities.
The first vital interest is to protect our sovereignty, territorial integrity; including our air space, islands, territorial waters, EEZ and extended continental shelf claims and cyberdomain.

South Africa’s Maritime Zones
The second vital interest is to ensure the security of strategic resources such as minerals, energy, and water; including the safe and secure delivery, processing, and distribution thereof.
The third vital interest is to ensure the freedom to trade, including the free use of land, air and sea trade routes and the safety and security of trade and transport hubs.
The fourth vital interest is to work with partner states to achieve the peace, security and stability in the region, creating conditions for economic growth and development and the expansion of markets in Africa.
THE STRATEGIC CONCEPT OF DEFENCE

• **Layer 1:**
  – Influence the international security agenda through optimised defence diplomacy and active multi-lateral and bi-lateral engagements and the involvement in the UN, AU and SADC security structures.

• **Layer 2:**
  – Safeguard the South African State, its people and its territory and;
  – Promote peace, security and development on the continent through the participation in peace support and allied operations.

• **Layer 3:**
  – Collaboratively or deliberately protect vital interests and defend the sovereignty of the Republic of South Africa against any imminent and directed threat.
Defend and protect South Africa, its territory, sovereignty and people and enhance peace, security and development.
DEFENCE GOALS AND TASKS

GOAL: 1
DEFEND & PROTECT SOUTH AFRICA

TASK: 1
DETER & PREVENT CONFLICT

TASK: 2
PROTECT NATIONAL INTERESTS

TASK: 3
DEFEND SOUTH AFRICA

TASK: 4
Safeguard and Order

TASK: 5
Safeguard Critical Infrastructure

TASK: 6
Support the Police Service

TASK: 7
Ensure Information Security

GOAL: 2
SAFEGUARD SOUTH AFRICA

GOAL: 3
PROMOTE PEACE & SECURITY

GOAL: 4
DEVELOPMENTAL AND OTHER ORDERED TASKS

TASK: 8
Promote Strategic Influence

TASK: 9
Contribute to Peace and Stability

TASK: 10
Execute Relevant Treaty Obligations

TASK: 11
Ordered Presidential Tasks

TASK: 12
Assist Civil Authority As Ordered

TASK: 13
Contribute to the Development of SA and Its People
CHAPTER 4 : DIRECTING DEFENCE

• Emphasis is given to the fundamental roles of the President, the Minister, and the Executive in the directing of defence matters.

• Civil control and civil oversight are defined and clarified as two distinct concepts with the further requirement for an unfettered line of military command from the Commander in Chief down to the Unit Commander.

  – Mechanisms to enhance Civil Control by the Minister of Defence.
  – Mechanisms to enhance Civil Oversight by Parliament.
  – Role of the Secretary for Defence.
  – Role of the Chief of the Defence Force.
  – Understanding the Command and Staff requirement.
CHAPTER 5 : GOAL 1: DEFEND AND PROTECT SOUTH AFRICA

• The Defence Force has the following Constitutionally prescribed tasks:
  
  – deterring and preventing conflict;
  
  – protecting national interests; and
  
  – defending South Africa.

• This requires a balanced-suite of military capabilities.
CHAPTER 6: GOAL 2: SAFEGUARD SOUTH AFRICA

- The Defence Force has a duty to *defend and protect* South Africa’s *territory, people, borders, strategic installations and air, maritime and cyber spaces.*
- This extends to:
  - border safeguarding;
  - safeguarding critical infrastructure;
  - supporting the Police Service; and
  - ensuring information security.
CHAPTER 7 : GOAL 3: PROMOTE REGIONAL AND CONTINENTAL PEACE AND SECURITY

• South Africa, as part of the global community, seeks to:
  – enhance its **strategic influence** through shaping the **multilateral security agenda**;
  – pursue **critical multilateral security objectives**;
  – develop **regional and continental partnerships**; and
  – participate in selected bilateral mechanisms.

• Defence will:
  – optimise its **representation** in multi-lateral security institutions; and
  – **Maintain a credible expeditionary capability** to execute ordered commitments on the continent.
CHAPTER 8: GOAL 4: DEVELOPMENTAL AND OTHER ORDERED TASKS

- International obligations *inter alia*:
  - hydrography and maritime charting; and
  - aeronautical, maritime and other search and rescue support.

- Ordered tasks in support of the President.

- Assistance to civil authority in times of crisis.

- The Defence Force *contribution to the developmental agenda*:
  - social role;
  - community role;
  - economic role; and
  - industrial role.
REQUIRED DEFENCE CAPABILITY

• The prevention and resolution of conflict on the Continent will be enhanced through:
  – the coordinated and integrated application of the political, diplomatic, economic, military and other capabilities of the State.
  – expanded defence diplomacy efforts will be focussed on optimum participation in SADC, AU and UN structures and the fostering of long-standing relationships with key African states and other strategic partners.

• Defence command and control will be network enabled and supported by comprehensive situational awareness capability at all levels.
REQUIRED DEFENCE CAPABILITY

- The evidenced and potentially volatile security environment dictates an increasing reliance on Special Forces indicating an expansion of the current Special Force capability.
REQUIRED DEFENCE CAPABILITY

- South Africa’s continental leadership role and the protection of its own vital interests requires a specialised, high-readiness rapid deployment combat capability (closely linked to that of the Special Forces) that has reach and can respond to specific prevention and intervention operations requirements.
REQUIRED DEFENCE CAPABILITY

• The wide range of defence tasks requires the larger portion of the landward defence capability to be configured and maintained as a projectable, multi-rolled medium-combat capability.

• A core of heavy landward combat capabilities is required to ensure a deterrence foundation that can augment firepower and protection of medium combat forces and expand rapidly should the need arise.
REQUIRED DEFENCE CAPABILITY

• The maritime-dependent economy and the extensive maritime trade routes and marine resource of South Africa requires the enduring presence of an appropriate blue water navy with strategic reach and inclusive of surface, sub-surface, air and combat support capabilities supported by a comprehensive maritime domain awareness capability.
South Africa’s air defence capability must provide deterrence and the ability for powerful intervention for landward, maritime and air defence operations. Air domain awareness, air combat, combat support and air mobility capabilities are focussed on effective joint operations.
REQUIRED DEFENCE CAPABILITY

• South Africa requires a **military health protection capability** for deployed forces through **sustained, layered military health support** including both **deployable force health protection** and **force health sustainment**.

• South Africa requires the **protection of its cyber-domain**, through *(inter alia)* a comprehensive **information warfare capability**, integrated into its **intelligence-related information systems** at the international, national and defence levels.

• Defence must be able to project and sustain forces over **extended distances** for **protracted periods** supported by:
  
  — strategic air-lift;
  — strategic sea-lift; and
  — rail and road networks.
CHAPTER 9: PLANNING THE DEVELOPMENT TRAJECTORY

Critical Success Factors

- Parliament Endorsed
- Directed by the CiC.
- Cabinet supported.
- **Appropriately funded.**
- National consensus.
- Command driven.
- Interactive timeline.
- Value proposition focus.
- **Strategic partners.**
CHANGED LEVEL OF DEFENCE AMBITION

Limited War Capability

Significant Reach & Intervene Capability

Partial Reach & Intervene Capability

Core Growth Capability

Reduced Core Growth Capability

“Reduced Defence Force”

2015 Defence Review “Reach and Intervene”

The wide range of the status of the current capabilities.

1998 Defence Review “Core Growth Force”

Reduce to Allocation

Expand Independently

Expand in Partnership

2015

2020

2025

2030

2035
1. REDUCE TO ALLOCATION
   • Vastly reduced defence capability (Light Infantry/ Coast Guard/Air Wing).
   • Does not support a continental leadership role (no gravitas).
   • Unable to fully comply with the constitutional requirements.

2. EXPAND INDEPENDENTLY
   • Retain sovereign independence.
   • Defence capability commensurate with continental expectations.
   • Significant ability to reach and intervene over time.
   • Continental gravitas and vital interests are secured.

3. EXPAND IN PARTNERSHIP
   • Reliance on multiple strategic partners.
   • Increases funding options for trajectory.
   • May accelerate implementation-except HR.
   • Reach and intervene capability achieved within shorter time.
DEFENCE CAPABILITY FOR MILESTONE 1

Peace Support Operations
Intervention
Assist SAPS
Border Safeguarding

Sustainable Deployable Capability
1. 1 x Special Force Team
2. 2 x Medium Transport Helicopters
3. 2 x C130 Aircraft
4. 2 x Naval Vessels
5. 2 x Battalions for Peace Missions
6. 4 x Battalions for Border Safeguarding
7. 1 x Level 2 Field Hospital

HR Total
Reg: 47 000
Res: 15 000
Civ: 10 000

Arrest Decline
DEFENCE CAPABILITY FOR MILESTONE 2

Sustainable Deployable Capability

1. 1 x Special Force Regiment (-)
2. 1 x Special Operations Force Battalion-Group
3. 6 x Motorised Infantry Battalions (Peace Missions)
4. 15 Infantry Battalions (Border Safeguarding)
5. 1 x Armoured Brigade (-)
6. 1 x C130 Squadron (-)
7. 1 x Medium Transport Helicopter Squadron (-)
8. 1 x Combat Helicopter Squadron (-)
9. 1 x Fighter Squadron (-)
10. 1 x In-flight Refuelling Platform
11. 1 x Electronic Warfare Platform
12. 4 x Naval Vessels
13. 2 x Level 2 Field Hospitals

Peace Support Operations Intervention Assist SAPS Border Safeguarding

HR Total
Reg: 64 000
Res: 25 000
Civ: 12 000

Defence Review 2015
DEFENCE DEVELOPMENT TRAJECTORY

Milestone 2

MTSF 01

MTSF02

MTSF03

2014/15 Rand Value
DEFENCE CAPABILITY FOR MILESTONE 3

Sustainable Deployable Capability

1. 1 x Special Force Regiment (+)
2. 1 x Special Operations Force Brigade (-)
3. 2 x Motorised Brigades (Peace Missions)
4. 3 x Motorised Brigades (Border Safeguarding)
5. 1 x Armoured Brigade
6. 2 x C130 Squadrons
7. 2 x Medium Transport Helicopter Squadrons
8. 1 x Combat Helicopter Squadron
9. 1 x Fighter Squadron
10. 1 x In-flight Refuelling Platform
11. 1 x Electronic Warfare Platform
12. 5 x Naval Vessels (+)
13. 2 x Level 2 Field Hospitals

Peace Support Operations
Intervention
Assist SAPS
Border Safeguarding

HR Total:
Reg: 80 000
Res: 45 000
Civ: 15 000

Defence Review 2015
DEFENCE DEVELOPMENT TRAJECTORY

Milestone 3

MTSF 01

MTSF02

MTSF03

2014/15 Rand Value

Defence Review 2015
Meeting all ordered commitments and ready to react to challenges facing the RSA.
DEFENCE DEVELOPMENT TRAJECTORY

Milestone 4

MTSF 01
MTSF02
MTSF03

2014/15 Rand Value
CHAPTER 10: FORCE GENERATION GUIDELINES

• Optimised defence diplomacy capabilities.
• Enhanced domain awareness and intelligence and analysis capabilities.
• Increased reliance on Special Forces and establish Special Operations Forces.
• Projectable medium combat forces with enhanced fire power, manoeuvre and protection for a range of contingencies.
• Versatile littoral maritime force with a credible deep water capability.
• Comprehensive air combat and air mobility capabilities.
• A core of heavy combat capabilities, that can augment and expand as required.
• Deployable health protection for all deployed forces.
• Forward basing, force projection and sustainment for protracted periods by air, land and sea.
• The support of a viable and responsive defence industry.
CHAPTER 11 : FUTURE MILITARY LEADERS

- Reflects on the type of future defence leaders which South Africa requires.
- Addresses the specific competence that must be established in the Officer, Warrant Officer and Non-Commissioned Officer ranks, as well as the Civilian component.
- Provides for the establishment of a Defence Academy that will imbue future military officers with:
  - a broad academic-education;
  - foundational military training; and
  - a deed of Commission from the Commander in Chief as the Patron of the Defence Academy.
- Services provide subsequent professional military education and training in partnership with accredited tertiary education institutions.
• Highlights the constitutional requirement for a disciplined military force.

• Aligns the military disciplinary system to the Constitutional Court judgement requiring a unique disciplinary code (by Justice Kriegeler and concurred with by Justices Chaskalson, Langa, Ackerman, Madala, Mokgoro, O’Regan, Sachs, Yacoob, Du Plessis and Skweyiya).

• Discusses the consequent military discipline and justice system for the Defence Force that empowers commanders to ensure discipline throughout the defence organisation.
CHAPTER 13: DEFENCE MANAGEMENT SYSTEMS

- Defence enterprise information management system that is aligned and speaks to National Treasury Integrated Resource Management System.

- Delegations and accountability must run through the command line to the lowest level (provide for a comprehensive accountability model within the Defence Act).
FOCUS AREAS

• Defence Enterprise Information System.
  – Integrated information system.
  – Command and Control Infrastructure.

• Performance Management.
  – Organisational Performance.
  – Monitoring and Evaluation.

• Organisational structuring and establishment tables.

• Risk Management.
CHAPTER 14 : DEFENCE RESOURCE SYSTEMS

• All resources are focussed primarily toward the preparation and provision of forces for military operations:

  • Deployed forces will be sustained through own embedded support capabilities at the battalion, brigade and division (or equivalent) levels.

  • There must be an expeditionary projection and sustainment capability to support protracted operations in distant theatres.

  • Forward-basing, the prepositioning of forces and equipment is required to effectively enhance the ongoing supply and support of deployed forces.
PERSONNEL PRIORITIES

- Implement a single personnel information system as a seamless component of the broader defence enterprise system.
- Enhance the defence personnel internal governance, risk and monitoring and control system.
- Devolve personnel delegations, responsibility and accountability down to unit level.
- Establish service systems that sustain the feeder systems of the Regulars, the Reserves and Defence Civilians.
- Establish a separate, tailored and unique recruitment system for officers.
- Appoint only qualified persons in posts, other than learner/student posts. Unsuitably qualified personnel to be placed supernumerary if no suitable post is available.
- Exit unsuitable personnel through a government-wide mechanism is required to either place defence members in other departments or agencies who no longer conforming to post and mustering requirements, or to honourably exit such members from the Defence Force.
- Reduce the tendency of rank inflation, by decoupling salary from rank and establishing a broader salary scale in each rank.
- Establish remunerative and non-remunerative measures to retain technical and specialist personnel, including condition of services and benefits aligned with market trends.
- Introduce longer minimum time in rank for all senior officers with a career path that calls for specific appointments en-route to senior appointments.
- Establish a rank-age policy, linked to corps and mustering requirements, that directs the individual career paths and exit stages of Regulars at ages 30, 40 and 50.
- Establish an attractive exit mechanism, including an appropriate benefit structure, to support the exiting of defence members at identified points.
LOGISTIC PRIORITIES

- Implement a **single logistic information system** as a seamless component of the defence enterprise system.
- Enhance the defence logistic internal governance, risk and monitoring and control system.
- **Devolve logistic delegations**, responsibility and accountability down to unit level.
- Enhance logistic reporting, with particular reference to tangible capital assets, contingent liabilities and the understatement of accruals in the financial statements.
- Establish the **Defence Asset Register** for both moveable and immovable assets and the Defence Lease Register.
- **Enhance the management of Defence Force assets** in both foreign deployments and embassies, with specific reference to establishing procedures concerning procurement, sustainment and disposal in the foreign country and the accounting and reporting thereof.
- **Dispose of surplus, redundant and unserviceable ammunition and equipment** to improve safety and reduce fruitless accounting, warehousing and labour costs.
- Acquire, as a matter of principle, **commercial and military-off-the-shelf** solutions as opposed to designed-to-purpose solutions.
- Increase **equipment serviceability ratios** through channelled increased funds to the operating budget, establishing more service contracts with industry and the recapitalisation of maintenance and repair institutions.
- **Migration from cash-based accounting to accrual accounting** which will result in asset management down to unit level for moveable and immovable assets.
- **Devolve logistics management and procurement delegations and accountability** to combat services and staff divisions to the lowest extent possible.
PROCUREMENT PRIORITIES

• Implement a **single procurement information management system** as a seamless component of the broader defence enterprise system.

• Enhance the defence procurement internal governance, risk and monitoring and control system.

• Enhance the defence contribution to the national developmental agenda by **establishing the necessary mandate, policies, processes and procedures that support economic activity, entrepreneurship and agri-development in rural and remote areas through the decentralised procurement of goods, commodities and service.**

• **Devolve procurement management, delegations, responsibility and accountability to services and specified divisions and to the lowest appropriate level in support of the above policy initiative.**

• **Urgently enhance logistic practioner capability within the logistic corps.**

• **Establish greater synergy between the defence procurement system and the defence financial system.**

• Enhance procurement reporting, with particular reference to the procurement and payment of assets and contingent liabilities.

• **Establish the defence procurement register** for the procurement and payment of both moveable and immoveable assets.

• **Establish procedures concerning procurement and disposal in foreign countries** and the logistic and financial accounting and reporting thereof.
ICS PRIORITIES

• Translate diverse defence information and communication requirements into an interoperable, interconnected and standardised information technology architecture and infrastructure.

• Enhance the defence ICS internal governance, risk and monitoring and control system.

• Implement a fully integrated and defence-wide enterprise system.

• Enhance the management of defence information product systems across their life-cycle.

• Enhance information and communication system security.

• Ensure efficient management of the defence radio frequency spectrum and the coordination of spectrum use with other spectrum users and government institutions.

• Ensure prime systems integration for both common and universal/transverse information and communication systems across defence portfolios.

• Enhance the management of information throughout its life-cycle, as prescribed in the National Archives and Records Service of South Africa Act (Act No 43 of 1996) as amended.
FINANCE PRIORITIES

- Implement a **single finance information management system** as a seamless component of the broader defence enterprise system, fully integrated with logistic and procurement systems, so as to ensure accrual accounting compliance.

- Enhance the defence finance internal governance, risk and monitoring and control system.

- **Devolve finance delegations, responsibility and accountability** down to unit level.

- **Establish a Finance Corps and organic defence force finance structures** and personnel to capacitate the Chief of the Defence Force and commanders at all levels to control and account for defence resources allocated.

- **Migration to the accrual financial system** and the complete adoption of the **Standard Chart of Accounts**.

- **Elimination of all adverse audit findings** in the finance field.

- **Establishment of the defence finance framework in legislation**.
DEFENCE REVIEW - FUNDING TRAJECTORY
BALANCING THE BUDGET ALLOCATION

Timeframe (Financial Years)

Budget Ratios (%)

- HR Funds Ratio
- Op Funds Ratio
- Cap Funds Ratio

DEFENCE REVIEW - FUNDING TRAJECTORY
BALANCING THE BUDGET ALLOCATION

- HR Funds Ratio
- Op Funds Ratio
- Cap Funds Ratio
CHAPTER 15 : DEFENCE INDUSTRY

• Recognises the strategic inter-reliance between the Defence Force and the Defence Industry.

• Proposes an acquisition policy and strategy to support the retention of:
  – strategic technologies;
  – critical niche areas.

• The Chief of the Defence Force provides guidance to capability renewal over the short, medium, long and extended long term.

• The Minister of Defence then publishes 10 year public high level rolling capital plan to guide industry investment.

• A Chief Defence Scientist will manage the defence technology agenda.

• The success of the defence industry hinges on its integration into mainstream South African industrial policy.
CONCLUSION

It is clear that the world in which South Africa exists is becoming increasingly volatile and unstable and solutions to insecurity are vested in a combination of:

• Strategic partnerships that promote peace and stability.
• Rooting democracy underpinned by strong ethical governance.
• Economic advancement for African prosperity.
• Strengthening multi-lateral mechanisms. (AU, SADC and UN)
CONCLUSION

Furthermore, the role of Defence has changed from being that of a protector towards a wider application of being a strategic enabler and a catalyst for change wherever it is applied.

It is crucial that our Defence Force’s capability and capacity must be able to ensure the defence of our sovereignty, the protection of our vital interests and additionally be able to support the multinational political, economic and security interventions in Africa.

The adoption of the Defence Review recommendations including the provision of supportive and appropriate funding mechanisms are urgently required to stabilise, restore and ensure the defence capability of South Africa.