Force Employment

CHAPTER 3
Programme 8: Force Employment

Overview

Through the Force Employment Programme, the command and control, as well as the coordination of all SANDF forces employed in various missions, is executed and directed.

The SANDF fully complied with all commitments in terms of missions ordered by the Government. The SANDF successfully employed mission-trained forces in terms of South Africa's policies and international obligations in order to promote peace, safety, security, stability and cooperation.

Defence actively supported peace, security and stability missions in Africa. Approximately 2 500 members, including Reserves, were employed in six peace support and six general military assistance operations in the DRC, Sudan, Burundi, Ethiopia and Eritrea, Uganda, Central African Republic (CAR), the Comoros and Mozambique. For the first time, the SANDF deployed personnel outside the Continent when five military observers were deployed in support of the UN mission in Nepal (Operation INDULI). In the DRC, the SANDF continued to support the ongoing peace operations. The SANDF contingent deployed in Sudan under the AU helped to stabilise the fragile peace process in the Darfur region. The UN/AU Hybrid Mission will see the strength of the South African contingent increase during the next rotation in May 2008. Military observers were also deployed in support of the AU peace initiative in Uganda. Furthermore, the SANDF has pledged force capabilities towards the establishment of the SADC Brigade (SADCBRIG) as part of the AU Standby Force. The SADCBRIG was formally launched on 17 August 2007 in Lusaka, Zambia.

In addition to the participation in peacekeeping operations, the SANDF participated in six general military assistance operations during the year under review. In contributing to post-conflict reconstruction activities in the DRC, the SANDF continued supporting the DRC Armed Forces with the integration process and by the end of March 2008, 164 729 Congolese combatants had completed the identification and registration process. In accordance with a bilateral agreement with the Central African Republic (CAR), the SANDF deployed personnel to the CAR to assist with training and post-conflict reconstruction. CAR soldiers also received training in South Africa. With reference to humanitarian assistance, support was provided to Mozambique during the recent floods and technical assistance following the country's ammunition depot disaster. The SANDF assisted Mozambique with the destruction of 1 213 tons of unexploded ordnance as well as the Ugandan Government with the disposal of 280 tons of munitions.

Internally, several missions in support of other Government departments were conducted. Worthy of noting is Operation BATA in June 2007. Operation BATA saw the SANDF provide rapid and full response to the requirement by Government to support the people of South Africa during the public sector strike. This saw the SANDF deploy its members within 24 hours of receiving the order. The SA Military Health Service (SAMHS) was the lead Service during the operation, the details of which are described under Programme 5.

In support of the SA Police Service (SAPS), the emphasis was on borderline control and rural safeguarding operations. The phased withdrawal of the SANDF from borderline control and rural safeguarding and the handover to the Department of Safety and Security continued, with the international borders pertaining to Mozambique and Swaziland handed over to the SAPS for future safeguarding and management. This resulted in a reduction of internally deployed SANDF force levels. The handing-over and taking-over process between the SANDF and the SAPS will continue as a phased process until the end of FY 2008/09, in accordance with the approved SAPS Entry/SANDF Exit Strategy. Thus the number of personnel safeguarding the borders of South Africa has been reduced, which sees a concomitant decrease in the number of undocumented migrants from neighbouring countries being apprehended, as compared to the previous years. Close cooperation was strengthened, and the SAPS, the Department of Home Affairs and the SANDF assisted in repatriating undocumented migrants.

The Division adopted a holistic, joint and interdepartmental as well as multinational force preparation approach called the JIM. One interdepartmental exercise and nine multinational exercises took place. Joint planning for Exercise NDLOVU has commenced. In preparation for the FIFA 2010 World Cup Soccer tournament, the SANDF and SAPS participated in Exercise GREENPOINT over the period 13 to 19 March 2008 in Cape Town.

Concerted efforts were made by the SANDF to address the serviceability and sustainment of equipment in the DRC and Sudan. The deployment of the Mamba Armour Personnel Carriers in the DRC increased the serviceability and ability of SANDF forces. The SANDF experienced delays receiving authorisation of sustainment flights that impeded the sustainment of the SANDF contingent deployed in Sudan.

The SANDF will remain focused on achieving its mission to provide, manage, prepare and employ defence capabilities in accordance with the needs of our country as regulated by the Constitution and national legislation.

Purpose

The Force Employment Programme provides and employs defence capabilities, including an operational capability, to successfully conduct all operations, and joint and multinational military exercises.

Measurable Objectives

To contribute to national and regional security by initiating, planning, commanding and coordinating all operations and joint and multinational military exercises as directed, and meeting Government's requirements.

Outputs

The Force Employment Programme activities for the defence of South Africa and in support of Government initiatives in the areas covered by the subprogrammes are:

- Strategic Direction
- Operational Direction
- Special Operations
- Regional Security
- Support to the People
- Defence Capability Management

Details of Force Employment Programme outputs are shown in Table 3.1.

Table 3.1 Force Employment Programme Outputs for FY 2007/08

Output	Performance Measure	Target	Actual Achievement
Subprogramme Strategic Direction			
Internal Support Capability	Compliance with operational readiness of the divisional headquarters	100%	100% achieved. The percentage compliance with operational readiness of the divisional headquarters improved through a higher percentage staffing of personnel.
Planning Capability	Compliance with Force Employment requirements	100%	100% achieved. All planning commitments (16 existing and new operations) were maintained/ developed, resulting in effective employment of forces. The maintenance of the planning capability and the resultant force employment activities contributed directly to the achievement of Government's political initiatives in the external environment.

Table 3.1 Force Employment Programme Outputs for FY 2007/08 (continued)

Output	Performance Measure	Target	Actual Achievement
Operations Development Capability	Compliance with whatever joint and multinational doctrine is developed to optimise operational requirements, as determined by C SANDF	100%	100% achieved. C SANDF's requirements were fully met with the approval of three Joint Warfare Publications that will optimise operational requirements. Maritime doctrine for the SA Navy has been adopted as a Joint Warfare Publication.
	Compliance with the nature of whatever battle space development is researched and analysed	100%	100% achieved. The SANDF Strategic Capital Acquisition Master Plan was reprioritised to meet DOD requirements. The African Battle Space Publication was approved.
Subprogramme Operational Direction			
Command and Control Capability	Compliance with DOD's policies, strategies and plans in respect of operational matters	100%	100% achieved. Full compliance with DOD policies, strategies and plans in respect of operational matters was obtained during the year under revision. Command and control of operations was conducted successfully during FY 2007/08. Bilateral sessions were held to enhance interoperability and jointness. Force requirements for external and internal operations as well as ad hoc tasks were met. However, the serviceability of equipment, the health of members and the lack of junior leaders remain a challenge to the effectiveness of operations. See details in Table 3.
Internal Support Capability	Compliance with the operational readiness of the operational headquarters	100%	100% achieved. Internal support services were provided as required. Reserves were utilised to fill critical posts. The restructuring of the operational headquarters will enhance interoperability during joint, interdepartmental and multinational exercises as well as joint operations. Insufficient reserves available in depots were supplemented through the procurement of mission-specific equipment. Over-flight clearances for sustainment flights posed a problem during the past year.

Table 3.1 Force Employment Programme Outputs for FY 2007/08 (continued)

Output	Performance Measure	Target	Actual Achievement
Subprogramme Special Operations			
Special Operations Operational Direction	Compliance with C SANDF requirements	100%	100% achieved. All planned Special Forces operations were successfully executed according to requirements.
[1] Training Capability	Compliance with C SANDF requirements	100%	91% achieved in terms of operators qualified in accordance with requirements. Target set for the number of operators to qualify was 100%, considering that a number of modules must be successfully completed in order to reflect competency at different levels. As some students are still busy repeating certain modules at any given moment, the success rate for FY 2007/08 was 91%.
[2] **Subprogramme Regional Security**			
Operation MISTRAL Support to UN mission in Democratic Republic of Congo (MONUC)	The number of members deployed to comply with the MOU and letter of assist in providing Force Structure Elements/Individuals as stipulated	1 244 members deployed	On average, a total of 1 244 members were deployed, including one company of Army Conventional Reserves. A successful rotation was completed during April/May 2007. It is envisaged that the mission might not be terminated before 2009. The Joint Operations Division made recommendations to the UN Department of Peacekeeping Operations during its review of the operation in terms of force capability, structure and support.
Operation FIBRE Closing down of the UN mission in Burundi	The percentage with regard to backloading, repair and replacement of all equipment	100%	100% achieved in terms of backloading of equipment. However, repair and replacement of equipment is still in progress.
Operation CURRICULUM Support to the AU mission in Burundi	The number of members deployed to comply with the MOU and letter of assist in providing Force Structure Elements/Individuals as stipulated	1 200 members deployed	The deployment was effectively maintained, with an average of 750 members deployed as part of the AU Special Task Force protecting the leaders and combatants of the Palipehutu-FNL. Due to delays in the implementation of the peace agreement, not all SANDF forces were deployed. One company and an aviation element remained on standby in the RSA. Future deployment of the RSA contingent is currently under review.

[1] *SA Army submitted changes to Plan: SBP FY 2007/08 on 11 June 2007 to DHQ as well as to SITA for capturing on GEJIMA, indicating the changes.*

[2] *These new operations were in-year changes to plan and were authorised by the PDSC/DSC and through a Cabinet Memo.*

Table 3.1 Force Employment Programme Outputs for FY 2007/08 (continued)

Output	Performance Measure	Target	Actual Achievement
Operation ESPRESSO Support to the UN mission in Ethiopia and Eritrea	The number of members deployed to comply with the MOU and letter of assist in providing Force Structure Elements/Individuals as stipulated	Six members deployed	Until December 2007, one capital liaison officer in support of OLMEE and five military observers in support of UNMEE were deployed. In January 2008, the UN reduced force levels of the mission, hence the return of five members to the RSA.
Operation CORDITE Support to AU Mission in Sudan (AMIS) Support to UN/AU Hybrid Mission in Darfur (UNAMID) (1 January 2008)	The number of members deployed to comply with the MOU and letter of assist in providing Force Structure Elements/Individuals as stipulated	732 members deployed	The deployment in AMIS was effectively maintained, with an average of 575 members deployed. On 1 January 2008, the UN/AU Hybrid Mission in Darfur officially replaced the AMIS. South African forces deployed in AMIS were planned under a UN mandate for employment in UNAMID and continued providing the required services to the new mission. Planning for desert orientation training for the leader group in Tunisia was completed and the first training schedule was planned for May 2008. The SANDF experienced delays receiving authorisation for sustainment flights. This impeded the sustainment, mobility and protection of the SANDF contingent deployed in Sudan.
Operation TEUTONIC I Support to the integration of the DRC Armed Forces (FARDC) in the DRC	The number of members deployed to comply with bilateral and donor nation requirements	30 members deployed	Currently, 16 members are deployed in the mission area. A total of 164 279 combatants completed the identification and registration process. Four SAMHS teams were involved in post-conflict reconstruction training and trained 8 300 Congolese soldiers. Fighting between the belligerents and the FARDC will continue delaying the integration process and extend the deployment of identification and registration teams. The mission was extended to 31 March 2009.
* Operation TEUTONIC III Support of multilateral arrangements in the DRC	The number of members deployed to comply with bilateral and donor nation requirements	10	A team of 10 SANDF members was deployed in the DRC to determine future assistance to the FARDC in respect of defensive chemical, biological and radiation needs.
New operations (contingency)	Percentage utilisation of funds	100%	100% achieved. Operations BONGANI, INDULI, VIMBEZELA, TSHOLO, BABISA and LITCHI II were funded from the "Contingency Fund".

(*)The abovementioned operations were not indicated in the Strategic Business Plan (SBP) 2007 as these operations were not foreseen at the time of planning, but were authorised and executed during FY 2007/08 as part of the contingency planning of Force Employment. These new operations were in-year changes to plan and were authorised by the PDSC/DSC and through a Cabinet Memo.

Table 3.1 Force Employment Programme Outputs for FY 2007/08 (continued)

Output	Performance Measure	Target	Actual Achievement
* Operation VIMBEZELA Military assistance to Central African Republic (CAR) in terms of training and post-conflict reconstruction	The number of members deployed according to the bilateral agreement	85 members deployed	On average, a total of 64 members were deployed since October 2007. The contingent provided close protection to the President of the CAR. The SANDF renovated facilities in Bangui and Bouar for use by its mission members. An SANDF training team presented several courses in the CAR, ranging from high-risk protection to infantry platoon commanders and buddy aid. A total of 67 CAR Defence Force (FACA) members started with parachute and mechanised infantry training in Bloemfontein in January 2008. The number of 64 members deployed was sufficient to comply with the set requirements. The total (85) provides for fluctuation in the compilation of training teams.
* Operation TSHOLO General military assistance	The number of military personnel deployed according to the bilateral agreement	Six members deployed	Upon requests from the Government of Uganda, six SANDF explosive ordnance disposal personnel were deployed over the period 24 October to 9 November 2008, providing technical assistance in the destruction of explosives and ordinance. It also served as a practical training opportunity for the Ugandan explosive ordnance disposal personnel. A total of 280 tonnes of old ammunition were destroyed. The team needs to return to complete the task.
* Operation INDULI Support to UN political mission in Nepal	The number of military observers deployed according to the bilateral agreement	Two members deployed	Two military observers were deployed successfully.
* Operation BONGANI (southern Sudan/northern Uganda) AU mission in northern Uganda	The number of military observers and staff officers deployed according to the bilateral agreement	Five members deployed	Two military observers were deployed as the requirement was reduced, according to the bilateral agreement. The Special Envoy to the UN Secretary-General, Joaquim Chissano, requested the RSA to provide assistance to consolidate the ceasefire and revive negotiations between the Government of Uganda and the Lord's Resistance Army, in order to reach a comprehensive ceasefire agreement.

(*)The abovementioned operations were not indicated in the Strategic Business Plan (SBP) 2007 as these operations were not foreseen at the time of planning, but were authorised and executed during FY 2007/08 as part of the contingency planning of Force Employment. These new operations were in-year changes to plan and were authorised by the PDSC/DSC and through a Cabinet Memo.

Table 3.1 Force Employment Programme Outputs for FY 2007/08 (continued)

Output	Performance Measure	Target	Actual Achievement
* Operation BAPISA Support to Mozambique Government in alleviating the disaster situation resulting from the explosion of the ammunition dump	Support to RSA Government departments' requests	100%	100% achieved. RSA provided assistance in respect of specialist skills in handling ammunition in the SANDF. The mandate of the operation changed from humanitarian assistance to military assistance. A total of 53 SANDF and six SA Police Service members were deployed from 26 March 2007 to 15 July 2007. Altogether 1 213 tonnes of unexploded ordinance were destroyed. An accident took place during demolitions on 23 June 2007, claiming the lives of four Mozambicans and one SANDF member. One SANDF member was injured.
* Operation LITCHI II Humanitarian assistance to Mozambique in the Zambezi valley as a result of cyclones and torrential rain	Support to RSA Government departments' requests	100%	100% achieved. A total of 80 members, in conjunction with the UN and non-governmental organisations, were deployed to Mozambique over the period 7 March 2007 to 16 April 2007. A total of 630 tons of food and 2.5 million litres of purified water were distributed to displaced people. The SANDF support directly contributed to alleviating the adverse humanitarian situation caused by the floods.
[3] **Subprogramme Support to the People**			
Operation INTEXO Borderline control	Compliance according to standing agreement for borderline control operations.	100%	100% achieved. Borderline control continued and was executed along the Zimbabwe, Mozambique and Swaziland borders with SA. Seven companies and one engineer platoon (on average, 1 111 members) and one Army Conventional Reserve company were deployed. Successes include, inter alia: 31 weapons found, 2 752kg marijuana confiscated, 47 656 undocumented immigrants and 444 criminals arrested.
Operation INTEXO Borderline control	Compliance according to standing agreement for borderline control operations.	100%	Borderlines pertaining to Mozambique and Swaziland have been handed over to the SAPS for future management from 1 April 2008. Deployments along the Zimbabwean border continue for FY 2008/2009.
	Number of reductions in landward borderline bases	Three	Target was met and the number of landward borderline bases subunits was reduced as planned.

[3] *(*)The abovementioned operations were not indicated in the Strategic Business Plan (SBP) 2007 as these operations were not foreseen at the time of planning, but were authorised and executed during FY 2007/08 as part of the contingency planning of Force Employment. These new operations were in-year changes to plan and were authorised by the PDSC/DSC and through a Cabinet Memo.*

Table 3.1 Force Employment Programme Outputs for FY 2007/08 (continued)

Output	Performance Measure	Target	Actual Achievement
Operation INTEXO Borderline control	Number of reductions in landward borderline companies	Nine	Nine achieved. The available force is decreasing on a continuous basis, in accordance with the agreed SANDF Exit and SAPS Entry Strategy between the SANDF and the SAPS.
Operation STIPPER Rural safeguarding in support of the SA Police Service	Compliance with supporting the SAPS with the rural safeguarding operations and selected crime combating operations	100%	100% achieved. The available forces are decreasing on a continuous basis, in accordance with the SANDF Exit and SAPS Entry Strategy. Ten SA Army Territorial Reserve platoons were available for deployment. The Joint Operations Division will not deploy Army Territorial Reserves for future operations, as these units are closed down as per the SANDF Exit and SAPS Entry Strategy. The SANDF directly supported the combating of crime within the RSA rural areas. Successes include, inter alia: 81 weapons found, 38 965kg marijuana confiscated, 2 997 undocumented immigrants and 1 351 criminals arrested.
	Progress in terms of the phasing out of Commando units	41	Joint Operations Division indicated that Army Territorial Reserve units are not requested for operational deployment in the year. The SA Army is closing down the units. The phasing out of Army Territorial Reserve units will be completed by end of FY 2008/09.
			The original plan of the SA Army was to close down 41 ATR units in FY 2007/08 and the last 11 ATR units in FY 2008/09. Joint Operations Division indicated that ATR units are not required for operational deployment in FY 2008/09. It was therefore indicated that the remaining units will be phased out during FY 2007/08 and will not be used for operational purposes. The SA Army will be responsible for closing down these ATR units.

Table 3.1 Force Employment Programme Outputs for FY 2007/08 (continued)

Output	Performance Measure	Target	Actual Achievement
Operation HUMAN Support to Government departments	Compliance with ad hoc approved Government department requests	100%	100% achieved. The Air Force rescued 75 people from the Seaboard Hotel in Durban after a fire broke out on the night of 25 June 2007, in spite of adverse weather conditions. The SA Air Force assisted the Mpumalanga Department of Forestry with fire-fighting operations over the period 28 July to 5 August 2007. Three sea rescue operations were executed, namely the lifting of an injured crew member from the ship *Miral* on the West Coast on 18 August 2007; the rescuing of three survivors from a sinking ship as well as a drowned body that was hoisted from the sea off the coast of Port Alfred on 25 August 2007; and the lifting of an injured captain off the coast of KwaZulu-Natal on 25 September 2007.
Operation BATA Support to the Department of Health			Operation BATA, in support of the National Department of Health, took place over the period 2 June to 28 June 2007. The SANDF supported a total of 89 public institutions by contributing healthcare professionals, general assistants and protection forces. Gauteng, KwaZulu-Natal, Mpumalanga and Limpopo were the main areas of concern. More details are contained in the Military Health Support Programme Report.
Subprogramme Defence Capability Management			
Joint and multinational exercises	Compliance with Force Employment requirements for joint exercises	100%	100% achieved. Details contained in joint and multinational exercises.
	The number of joint exercises	One	One exercise executed successfully as planned.
	Compliance with Force Employment requirements for multinational exercises	100%	100% achieved. Exercises were executed successfully according to guidelines and instructions issued.
	The number of multinational exercises	Six	Six planned as well as three ad hoc exercises were successfully executed. However, seven additional planned exercises were cancelled for various reasons. The Joint Operations Division has no control over the availability of foreign forces.
Defence capability requirement	Percentage compliance with which the required defence capabilities are identified and developed	100%	100% achieved. Five high-level scenarios were developed and analysed in terms of objectives, military tasks, required effects, functional attributes and required defence capabilities. All the knowledge and insight gained from capability development was used to prioritise the SCAMP.

Table 3.1 Force Employment Programme Outputs for FY 2007/08 (continued)

Output	Performance Measure	Target	Actual Achievement
Command and control capability	Percentage compliance with which command and control (C^2) is developed (Programme ERABUS)	100%	100% achieved. The cost-effective management of the C^2 programme was ensured by means of coordination and close supervision by the Armscor Defence Institute. Research regarding C^2 trends was conducted, and benchmarked the SANDF C^2 capabilities and plans against appropriate international practices and standards. The attendance of the international C^2 Research and Technology Symposium in Cambridge, UK, resulted in international liaison improving South African concepts.

Joint, Interdepartmental and Multinational Exercises

Details of SANDF Joint, Interdepartmental and Multinational Exercises are reflected in Table 3.2.

Table 3.2 Joint, Interdepartmental and Multinational Exercises for FY 2007/08

Exercise Name and Type	Actual Achievement
Joint Exercises	
Exercise MATHOLE: SANDF Joint Peace Support Operations' command post exercise to test and evaluate the SANDF doctrine on peace support operations	The exercises were cancelled due to time constraints and non-availability of Force Structure Elements. The focus was shifted to Exercise INDLOVU, scheduled for 2009 in terms of planning and force preparations.
Exercise INDLOVU (2009): To exercise conventional capabilities of the SANDF (SANDF joint reaction capability)	Planning for the joint exercise, planned for 2009, was completed in May 2007.
Interdepartmental Exercises (In Support to Other Government Departments)	
Exercise AFFIX: To render support to the Airports Company of SA in dealing with aircraft disasters at SA airports, as required by legislation	The National Department of Transport, as the lead department, did not require SANDF assistance during the planned exercise.
Exercise EMMEX: To render support to the National Nuclear Regulatory Authority in dealing with nuclear incidents at Koeberg Nuclear Plant, as required by legislation	The Nuclear Regulatory Authority conducted the exercise in November 2007 in the Western Cape. An SANDF member attended as an observer.
Exercise GREENPOINT: Exercise in preparation for the FIFA 2010 World Cup Soccer tournament, as part of Operation KGWELA	A combined exercise with SANDF and SAPS personnel took place over the period 13 to 19 March 2008 in Cape Town to formalise the air defence concept.
Multinational Exercises	
Exercise OXIDE: To conduct a combined search-and-rescue exercise between the DOD, National Department of Transport (NDOT) and French Armed Forces (FAZSOI). (Lead department: Department of Transport)	The exercise was cancelled due to the unavailability of French forces. The search-and-rescue exercise was upgraded to a maritime exercise after discussions between Joint Operations Division, SA Navy and French Armed Forces.
Exercise BOURBON (In La Reunion): To conduct a combined search-and-rescue exercise between the DOD, National Department of Transport and FAZSOI. (Lead Department: National Department of Transport)	The planning phase for the exercise was successfully completed. Exercise BOURBON will take place in 2008/09 in La Reunion.
Exercise AIRBORNE AFRICA 08: Airborne Forces Competition planning phase	The planning phase for the exercise was cancelled and rescheduled to take place during 2008/09. No host nation for the exercise-planning phase could be found.
Exercise TRANS OCEANIC: RSA and South American navies command post exercise (NCAGS Exercise)	The exercise took place over the period 13 to 24 August 2007. All objectives were fully met. A total of 10 SA Naval Reserves participated in the exercise. Participating countries were Brazil, Argentina, Uruguay and RSA.
Exercise in naval coordination and guidance	
Exercise BELL BUOY: Naval exercise to coordinate and advise shipping between the RSA and other navies in the Pacific Indian Ocean Rim	Planning conference took place in New York over the period 18 to 27 January 2008. The exercise is scheduled for 21 April to 2 May 2008.

Table 3.2 Joint, Interdepartmental and Multinational Exercises for FY 2007/08 (continued)

Exercise Name and Type	Actual Achievement
Exercise GOOD HOPE III: Naval and air exercise between the SAN/SAAF and the German Navy/Luftwaffe	After the planning phase in November 2007, the exercise successfully took place over the period 18 February to 18 March 2008 in the sea waters around the Cape.
Exercise ATLASUR: Maritime exercise between South Africa, Argentina, Brazil and Uruguay	Planning took place over the periods 6 to 10 August 2007 and 11 to 15 February 2008. The exercise will take place over the period 16 May to 1 June 2008.
Exercise UNITAS: Maritime exercise between the RSA, USA and South American countries	The exercise planned for the period 6 to 10 August 2007 was cancelled by the USA.
French RECAMP Series Exercise 2008: To be held in Namibia or Tanzania (operational/tactical level command post exercise)	Exercise was cancelled due to the fact that the French withdrew from the exercise.
Exercise FAIRWAY BUOY: SADCBRIG exercise in naval coordination and guidance of shipping in the SADC Region	SADCBRIG exercise took place from 11 to 24 June 2007. Participating forces were the RSA and five members from SADC states. All objectives were achieved, with three more officers qualifying.
Exercise INTER OP EAST & WEST: Naval exercise with African countries on the East and West Coast of Africa to build trust, capacity and capability in the navies in the SADC Region	The exercise was conducted as part of Exercise BOURBON over the period 28 August to 6 September 2007. Due to the operational commitments of the SA Navy, the force structures were changed at very short notice. The *SAS Protea*, *SAS Isaac Dyobha* and *SAS Galeshewe* were deployed. The *SAS Mendi* visited Ghana over the period 21 to 25 September 2007. All objectives were met.
Exercise BOPHELO: SADCBRIG command post exercise	Exercise was planned but was cancelled due to the fact that the SADCBRIG is not yet operational.
Exercise MEDFLAG: USA/RSA exercise in command and control, disaster relief operations, flying operations and sustainment	The exercise planned for 3 to 5 December 2007 was cancelled by the USA.
Exercise INDUNDUMA: USA destroyer visit to the RSA	An ad hoc exercise requested by the USA took place over the period 24 September to 4 October 2007. The SA Navy and Air Force, as well as a medical task team, participated in the exercise.
Exercise IBSAMAR: Naval exercise. Naval and air exercise between the SAN/SAAF and the Brazilian and Indian navies and air forces	An SA Naval staff officer participated in the planning over the period 13 to 17 August 2007 and 4 to 8 February 2008 in the RSA. The exercise will be conducted over the period 5 to 16 May 2008.
Exercise AMAZOLO: Maritime exercise with NATO Task Group	An ad hoc maritime exercise between the SA Navy and a NATO Task Group successfully took place over the period 26 August to 6 September 2007. During the exercise, joint and combined maritime interdiction operations were conducted. The NATO Task Group consisted of elements from the navies of Canada, Denmark, Germany, Netherlands, Portugal and the USA.

Training Support to Other Forces

Details of SANDF's training support against repayment to foreign forces are reflected in Table 3.3.

Table 3.3 Training Support to Foreign Forces for FY 2007/08

Exercise Name and Aim	Achievement
Exercise DORSAY Singapore Armed Forces airborne training exercise	The SANDF successfully supported the Singapore Armed Forces airborne training exercise that took place over the period 30 April to 2 May 2007 in Bloemfontein.
Exercise LIGHTNING WARRIOR Singapore Armed Forces combat-readiness training	The SANDF successfully supported the Singapore Armed Forces combat-readiness training exercise held over the period 11 to 30 June 2007 at the SA Amy Combat Training Centre, Lohatla.
Exercise AFRICAN THORN UK Armed Forces Infantry training	The SANDF successfully met all support requirements for the exercise that took place over the period 15 February to 8 March 2008 at the SA Amy Combat Training Centre, Lohatla.

Additional Funding

Details of outputs of specific policy options where additional funds were allocated for FY 2007/08 are reflected in Table 3.4.

Table 3.4 Outputs of Specific Policy Options Where Additional Funds Were Allocated for FY 2007/08

Policy Option	Allocations (R'000)	Output Targets	Actual Achievement
Madimbo Training Area	1 000	Hiring of training area	Funds not utilised due to the fact that the land restitution claim is not yet resolved.
Recruiting, equipment and dynamic testing	6 365	Specialist training and testing of ammunition	Funds utilised according to plan.
Barracuda boat system	4 000	Replacement of Barracuda boat system	Funds utilised according to plan.

Performance and Service Delivery Improvemet

Details of performance and service delivery improvement for FY 2007/08 are reflected in Table 3.5.

Table 3.5 Performance and Service Delivery Improvement for FY 2007/08

Activities	Planned Management Intervention	Anticipated Benefit	Status	Actual Achievement
Closing down of 14 dormant units	Quarterly progress reports	Reduction in unnecessary running costs	Ongoing	Final audit by Inspector-General of the DOD to be completed.
Self-auditing and self-evaluation system with rectification actions	Generic system developed and distribution with follow-up evaluations	Enhanced efficiency, accountability and productivity	Ongoing	25% (system developed and distributed, all roleplayers busy with self-audit)
Revisiting of structure as part of DODW process	Participation in projects with DIMS assistance	Streamlined structures for better integration with levels 2 and 4	Delayed due to higher-order DODW process	The structure is being revisited through Project KGOPOLO.
DEFCOM agreements resulting in unscheduled multinational exercises and exercises not supporting own JFE goals	DEFCOM management	Increased efficiency with regard to budget procedures Increased efficiency with regard to alignment with JFE goals	Ongoing	To be implemented. Close liaison between Joint Operations Division and Defence Foreign Relations Division takes place.

Services Scaled Down, Suspended or Abolished

Details of services scaled down, suspended or abolished during FY 2007/08 are reflected in Table 3.6.

Table 3.6 Services Scaled Down, Suspended or Abolished During FY 2007/08

Reduction in Output	Reason For Scaling down/ Suspension/Abolishment	Implications	Actual Achievement
Gradual withdrawal from routine internal deployments with handing over of borderline control to the SAPS	Cabinet decision	Reduction of SANDF force levels deployed internally	The available force is decreasing on a continuous basis, in accordance with the agreed SANDF Exit and SAPS Entry Strategy between the SANDF and the SAPS.

Table 3.6 Services Scaled Down, Suspended or Abolished During FY 2007/08 (continued)

Reduction in Output	Reason For Scaling down/ Suspension/Abolishment	Implications	Actual Achievement
Closure of Operation FIBRE in Burundi	Tasks completed in terms of the AU MOU	SANDF forces are redeployed as part of Operation CURRICULUM	Closure of the operation in progress for finalisation early in FY 2008/09. Awaiting final audit by Inspector-General of the DOD.