

## CHAPTER 5 : STRATEGIC ANALYSIS

### 5.1 ENVIRONMENT

The environmental analysis discussed in more detail in CHAPTER 2 is summarised here.

The increasing complexity and urgency of regional and domestic issues, combined with the speed with which changes occur, have made accurate prediction of many developments difficult.

The RSA is not likely to be faced with conventional military threats in the foreseeable future. The tendency is toward regional and domestic conflicts. Africa is more likely to experience these conflicts than other parts of the world.

Many African economies are poor, with an uneven distribution of wealth. Weak governments remain unable to reduce or stop corruption or crime or improve their economies. Poverty has led to many armed rebellions and conflicts in the region. Globalisation has reduced employment in most African countries.

Several African states are in the process of upgrading, or have upgraded, the weapons inventories of their defence forces. The RSA has a larger, more capable weapons inventory than most African states.

The greatest threat to the RSA is its unacceptably high crime level. Factors that contribute to the growth of crime include:

- The RSA's large land and maritime borders.
- The general incompetence of the RSA's government officials, including the police.
- The ineffective policing of regions in neighbouring states.
- The poverty in many areas of the RSA and in neighbouring African states.
- Large numbers of illegal immigrants, often carrying contraband such as drugs or illegal firearms.
- Criminal syndicates who have demonstrated the ability to acquire and deploy sophisticated communications equipment, aircraft and weapons.

The RSA has the highest proportion of scientists and engineers in Africa, though at a considerably lower level than developed countries. Most African countries have few or no

scientists or engineers. As they have insufficient skilled personnel, most African countries rely on foreign personnel to maintain their weapons. The RSA on the other hand, has the capability of developing and supplying most of the SANDF's Products Systems and supporting all of them.

The SANDF, however, has shown an inability to retain skilled personnel and has to use contractors to support many of its Products Systems at a significantly higher cost. It seems that the SANDF has lost a large part of its ability to act as an intelligent client and is now often reliant on the services of outside agencies.

Given that the key success factors of a defence force are the principles of war, the SANDF would require from the ETF:

- The availability and efficacy of Command, Control, Communications, Computers, Intelligence, Information, Surveillance, Reconnaissance and Electronic Warfare (C<sup>4</sup>I<sup>2</sup> SR EW) capabilities and other Products Systems.
- Technological innovation capabilities.
- Improved or changed capabilities, availability and dependability of Products Systems.
- "Stealth" capabilities.
- Simplicity, robustness and ease of operation of Products Systems.

Formal and informal links with other government departments, ARMSCOR, the DERIs, the defence industry and foreign military forces are beneficial and should be encouraged. Closer co-operation between the AoS is desirable and requires strengthening.

The major client of the SANDF's ETF is the commander employing the User Systems.

The appearance of open systems, reducing risks and costs associated with upgrades and new procurements, has become an important technological trend.

## 5.2 RESOURCES

The SANDF has the following resources at its disposal:

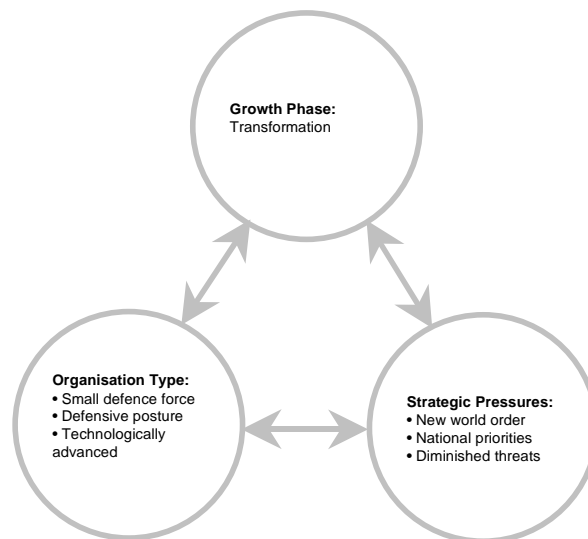
- Technology: The SANDF has a large technology base developed through the Defence Research and Development Board (DRDB). Several companies in the defence industry also have a significant technology base. The government's technology policies as discussed in 2.3.5A reflect the SANDF as being regarded as a key role-player and repository of technology.
- Value Generation and Skills: The SANDF primarily upholds national security. As discussed in paragraph 2.3.2C, the SANDF's humanitarian operations have gained goodwill and respect for both the country and the organisation. The SANDF has lost a large proportion of its skills, but is attempting to recover these through training new members.
- People Skills: The SANDF has lost a significant part of its skills base. This is attributable to poor remuneration and the influence on career opportunities of affirmative action. The RSA has also lost significant numbers of skilled people to emigration, making replacement of the losses within the SANDF difficult.
- Financial Resources: The SANDF depends on the RSA government's budgeting for defence. The information presented in paragraph 2.3.3B shows that the RSA's defence expenditure as a percentage of GNP, is lower than the world average. The SANDF has difficulty executing its task with the financial resources at its disposal and is reducing its infrastructure to cut costs.
- Client Benefits: The national environment derives advantages from security and stability. Economic growth is then feasible, employment and equitable distribution of wealth are then possible. Recognition of the role of the SANDF is generally only visible in the event of contingencies such as the floods in Moçambique, or the collapse of neighbouring states such as Lesotho.
- Inventory: Although the SANDF has a larger weapons inventory than most African countries, many of the items are old, and require replacement. The procurement of modern Products Systems has begun and will continue over an extended period.

### 5.3 ANALYSIS OF STRATEGIC CHANGE IN THE SANDF

The SANDF is undergoing strategic changes. Figure 54 shows the relationship between the main issues. The organisation required is small a technologically advanced defence force with a defence posture. The pressures on the RSA to define this organisation are based on the following main factors:

- The new world order since the end of the Cold War and the conflicts in Southern Africa.
- The RSA government's focus on social, educational and developmental goals.
- The diminished regional threats to the RSA.

The SANDF is undergoing transformation from being a large organisation to one reduced in size, owing to strategic pressures. New demands on the SANDF are peace-keeping, humanitarian assistance and support to the SAPS in crime prevention.



**Figure 54: An Analysis of the Strategic Change of the SANDF.**

The ability of the SANDF to cope with change appears to be closest to the prospector type than to the other two types of organisation described in paragraph 3.1.4A. Although it is a bureaucratic organisation, reluctant to accept and slow to respond to change, the transformation process has forced it to embrace change. Its ability to function effectively and efficiently after transformation is questionable, due to the loss of skilled, experienced personnel and capacity of personnel to gain the necessary skills and knowledge.

The SANDF is under pressure to transform because of change in the world order and hence defence requirements. Pressures such as those described in CHAPTER 2 Environmental Analysis, have created new domestic and regional political imperatives dictating a smaller, more affordable defence force leveraged by technology. The nature of and the advances in technology dictate the way in which a defence force operates. Recent conflicts have shown the value of precision-guided weapons and information warfare techniques against powerful forces. The SANDF neglects the management of its technological capabilities at the nation's peril.

The stage of organisational growth is rather complex. The SANDF has a short history, but has inherited its equipment and processes from the SADF, which was integrated into the new organisation. The injudicious reduction and loss of personnel since the early 1990s has left the SANDF incapable of performing some functions and being forced to contract these out at great expense.

## 5.4 FINDINGS

The major challenge to the RSA is the achievement of sustainable growth-delivering employment. Poor security, crime and the incompetence of officials in the public service threaten the achievement of this goal. The DoD is therefore not a priority for the allocation of funds and therefore will have to allocate its resources skilfully.

Some African states are in the process of upgrading their military capabilities. Considering Africa's tendency towards armed conflicts and its instability, it is desirable that the SANDF maintain its credibility as an effective deterrent to any threat.

It is imperative that the SANDF efficiently employ its resources, described in paragraph 5.2 to develop and sustain its effectiveness as a deterrent. The ETF has a significant contribution to make in supporting the key success factors described in paragraph 2.5.

In spite of its large inventory, the SANDF has become progressively more resource-poor in terms of skills. Although the DoD is procuring new Products Systems, the SANDF is exposed to the threat of having insufficient skilled personnel to operate and support the equipment. This lack of skills is also a national problem.

The optimal utilisation of the SANDF's ETF is a priority, to ensure that it remains a technologically advanced force capable of acting as a cost-effective deterrent. This would be attainable by:

- The management of ETF competence.
- The management and execution of ETF processes.
- The management of technology.
- The development of an efficient ETF structure.
- The alignment of ETF activities.
- The optimisation of the ETF value chain.
- The elimination of the unnecessary duplication of ETF functions.