THE
RESERVE FORCE VOLUNTEER

WAY FORWARD
DEBATe
DIRECTION

2nd Edition 2007

Part-time volunteers - making a difference for a better life for all
Enthusiastic men and women contribute to Reserve Force Service over and above their daily work task. Frequently the employer is not even aware of this fact. Much of the time the employees are anxious that they may jeopardize their hard earned civilian careers, by letting their bosses know they are also Reserve Force members.

In an ideal situation the Reserve member would enjoy full-time employment in the private or public sector and serve in a Reserve unit in a voluntary part-time capacity, mostly after hours and at weekends.

Joe Modise (former Minister of Defence) said ‘these men and women are twice the citizen,’ and indeed they are. However, because of the slow progress around job creation in South Africa, many Reserve Force members sustain their families on the few days wages a month when they are utilised in the Military.

There could be great benefits to the employer when looking to recruit a member who has completed his two year Military Skills Development programme. Bear in mind that these members have learnt discipline, and to think on their feet, they have been taught leadership skills as part of their training, they have also been subjected to a sifting process that demands maths and science even before being selected to become a soldier in the South African National Defence Force. Therefore forming a tripartite alliance between the military the member and business by giving these members a career, could result in a win win situation.

The articles in this mid-year publication are not necessarily the official views of the South African National Defence Force or that of Defence Reserves; however I do hope you find them interesting reading.
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MARCH 2007

INTRODUCTION
This year’s budget speech takes place against the backdrop of the most diverse deployment of the SANDF troops since the birth of our democracy. As we speak, the sons and daughters of our nation are staffing missions in theatres of conflict in Africa and beyond. They willingly face risks and dangers of varying degrees in order to advance national, continental and universal objectives of building a peaceful future for humankind.

Our troops are guardians of peace in Ethiopia Eritrea; they nurture burgeoning democracies of Burundi and the Democratic Republic of the Congo; ensured free and fair elections in the Comores, Madagascar and Lesotho. Alongside sister African forces they monitor and enforce compliance with the Humanitarian Ceasefire Agreement in the sweltering heat of the Darfur in the Sudan; they are providing much needed support to the Central African Republic in repulsing waves of attacks by northern rebels intent on overthrowing a democratically elected government. As we speak they are supporting the Nepalese government in the disarmament, demobilisation and re-integration processes preparatory for elections.

The National Defence Force is the mainstay of most of these operations.

Not only has it distinguished itself in these areas, but alongside the work our nation is doing on the diplomatic front, it is contributing in no small measure to the rising profile of our country. Indeed its performance is not only acknowledged in all these countries, but the South African National Defence Force is now in demand everywhere!!

For this, we must raise our hats in salute of the troops and leaders of the SANDF. The best of the youth of our country who serve without compulsion but out of love and loyalty to their people.

PEACEKEEPING
Peace keepers, who are placed into a conflict area, must provide security and protection for the civilian population. They must first and foremost stop the ongoing fighting. They must then be able to re-direct the energies of the people into reconstruction activities. They must be able to pursue integrated approaches to repatriation, resettlement, rehabilitation and re-integration programmes. They must plan and implement comprehensive and well blended disarmament, demobilization, rehabilitation and reintegration (DDRR) programmes as a basis for consolidating safety and security.
***IMPLEMENTATION ARM OF FOREIGN POLICY***

Defence policy is classically regarded as a subset of foreign policy. Our approach is that Defence is politics by other means. In the current period the Defence Force must be seen as an instrument of politics. Defence strategy therefore is the art and science of employing the defence forces of a nation to secure the objectives of national policy. The Department of Defence will continue to contribute to African unity by focusing in on our common political objectives. This will require a lot of political work to ensure that other African countries understand unity as we do both at the level of political leadership and at the level of military leadership.

We continue to increase our diplomatic defence missions abroad. We now have defence representation in 31 countries, 17 of which are in Africa.

It requires careful calculation to place people in strategic positions.

***TRANSFORMATION OF DEFENCE INDUSTRY***

Very early in our new democracy, it was determined by the Executive, that the defence industry was a strategic asset. Motivated by the desire to be self reliant, the Government directed that all efforts should be made to retain as many of our strategic capabilities as possible. We remain committed to our Defence Related Industries as a result.

Consequently we encourage and are in support of all those initiatives which are intended to restructure our defence related industries such that most of the home grown industries survive far into the future. When it comes to acquisition therefore, we will prioritise commodities which are either domestically developed or those in which South African industries have a stake. The South African defence industry is now under the microscope with a view to its growth and development. Emphasis is being placed on an integrated approach to the transformation of the defence industry. It is a key industry in the South African economy and all role players must participate in this transformation. This includes of course, various Government departments, the defence industry itself and the private sector.

***THE DOD HAS TO RESPOND TO THESE CHALLENGES. WE HAVE DONE EXTREMELY WELL THIS YEAR. DESPITE ALL THE PROBLEMS; WE WERE READY!***

RSA is currently the 10th largest contributor to United Nations peacekeeping operations. Our list of accomplishments is impressive.

Apart from what I have already said at the opening of my speech, the SANDF is also deployed in Mozambique providing humanitarian assistance and disaster relief due to the floods. We have yet another contingent in Mozambique to support efforts after the explosion at their ammunition dump.

Until December 2006, forty nine members of the SANDF were deployed in support of the implementation of the Demobilisation, Disarmament and Reintegration process in the Ivory Coast. Our involvement contributed to the successful negotiations that have taken place there in recent months.

Last but not least, we have responded to a request from the World Cricket Cup to provide assistance with security in the West Indies.

***SADC BRIGADE***

The Africa Standby Force was conceived by the African Union as a rapid reaction force. It is composed of five regional brigades. The SADC Brigade is being launched in August this year in Tanzania. It will have all the features of a rapid reaction force. It is very important that all the countries of our region participate in developing and sustaining peace and stability on the continent.

The participation by all SADC member countries must increase interoperability and commonality. This, in turn, will strengthen our
capacity to meet our challenges, whatever they may be. We must put in place a system or a process by which all requests from the African Union, or from wherever else, are processed at the SADC level so that the SADC Brigade can be deployed rather than troops of individual countries.

MINISTERIAL PRIORITIES:

The priorities I have set out for the forthcoming financial year are as follows:

1. INFRASTRUCTURE

Many DOD facilities are in urgent need of renovation. This is the result of insufficient resources allocated for repair and maintenance. We will be creating a ‘works brigade’ ensuring an in house capacity to attend to all our facilities.

In addition, we will be drawing up a master plan to deal with our infrastructure. This plan will include priorities, costs and the development of a phased approach.

2. REVITALISATION OF THE RESERVE FORCE

Progress continues to be made with the transformation and revitalization of the Reserve Force so that it can fulfil its primary role of providing the majority of the conventional landward capability of the SANDF, whilst at the same time supplementing the peace support missions conducted by the Regular Force. On any one day, the equivalent of two and a half battalions of Reserves are deployed on external operations, on our borders, in guarding key installations and on administrative duties. The initiative to revitalize the Army Conventional Reserve, the largest component of the SANDF Reserve Force, has resulted in a strength of some 11 000 members of whom 66% are from previously disadvantaged backgrounds, representing a 20% improvement over the past three years.

3. INFORMATION TECHNOLOGY (IT)

Like all other Government Department we are working with National Treasury on the Integrated Financial Management System. This will greatly facilitate our administrative processes and upgrade our level of accountability.

4. THE MODERNISATION OF THE ARMY

The modernisation of the Air Force and SA Navy is well under way. It is now the turn of the SA Army to be modernised. This shall be our main focus in the incoming period. This will take place sequentially and in phases. First off is the necessity to align Army Vision 2015 with our MTEF priorities.

5. OPERATIONALISATION OF THE DEFENCE REVIEW UPDATE

The Defence Update provides a cogent argument on the levels of defence required to respond to the strategic environment and the requirements posed by the foreign and security policy of this Government to meet the three strategic defence objectives of defending the
Republic, promoting Regional and Continental security, supporting our people and continually improving defence capabilities.

CONCLUSION

I have devoted most of this budget speech to issues relating to the primary mandate of the South African National Defence Force.

This must not create the impression that we have divested ourselves from the secondary tasks of providing support to other departments.

On the contrary, we are forever seized with discharging our responsibilities in this regard:

• We continuously maintain capabilities and are ready to provide all of the necessary support to the Department of Provincial and Local Government whenever disasters occasion at home and in the region. It is in this light that our involvement in Mozambique recently has to be seen.

• We are similarly forever available to respond to any invitations from the South African Police Services whenever called upon to do so. And on a daily basis we are involved with SAPS in the battle against crime. And this is particularly top priority in this year when government has declared crime a priority task.

• The rest of Government’s departments are equally welcome to call on our support whenever the need arises.
The audience included members of the media, members of the Secretariat, the Plenary Defence Staff Council, The Reserve Force Council, Generals and planners of all the Services and Divisions of the South African National Defence Force (SANDF), Commanders of Reserve Force units and guest speakers from a variety of Defence Forces and academia. Two hundred and six people attended in total.

The interaction and discussion generated by both Regular and Reserve component members on the back of 12 key questions was extremely productive. During the closed work session phase of the symposium, a number of very useful resolutions were passed that established principles that can guide future focus, planning and development.

The following main conclusions emanated from the resolutions:

- A Reserve as a component of the “Core Growth One Force” remains relevant and necessary given the mandate and strategic environment facing the SANDF. The interdependence of the Regulars and Reserves toward achieving a balanced force remains an imperative that must be captured in integrated force development plans, systems, processes and sub-processes.

- The Reserve system needs to be properly developed as a complementary service system which is attractive to those that serve in it as well as that which enhances the achievement of organizational objectives of the SANDF and contributes to the overall affordability and sustainability of required capabilities.

The Nigerian Defence Force and the Indian Defence Force, participated in the debates and expressed their views in this regard during the plenary sessions.

The Canadians gave input on employer support and the vital role it plays to a country as a whole.

The symposium was hailed as a success by the attending members and certainly gave insight into strategic issues that must be addressed in order for the Reserve Force system to progress optimally.

Brigadier General John Gibbs

The symposium was held during the period of 13 to 15 March 2007 at the Escom Convention Centre in Midrand. Papers were presented by defence and academic guest speakers on topical issues facing Defence Reserves from Africa and other parts of the world. The theme of the symposium was “A viable, transformed reserve force enabling sustainable and affordable defence in the 21st Century.”

PART-TIME VOLUNTEERS MAKING A DIFFERENCE
In the fight for Fallujah, the small unit leader emerged as a centre of gravity. His ability to affect the tactical level had strategic implications.

Recent experience in armed conflicts around the world, whether in Iraq, Afghanistan, Sudan or Sri Lanka, has again reinforced the importance of the small unit leader. While non-commissioned officers (NCO’s) and junior officers have always been the backbone of any military, the nature of the asymmetric threat most commonly faced on today’s battlefield, as well as the increasing trend towards deploying highly dispersed small units, has emphasised the strategic importance of the decisions made by small unit leaders. In many respects, the day of ‘The Strategic Corporal’ is here.

The Reserve Units of the South African National Defence Force (SANDF) are entering an exciting new phase. After several years of difficult adjustments and transitions, it seems clear that we are now entering a phase of rebuilding and, in some respects, reshaping the Defence Reserves. It is important as we enter this new era that we do so with the realities of contemporary armed conflict clearly in view. In the light of the growing need to have intelligent and capable junior leaders who can cope with the enormous demands of the complex conflict environments the SANDF will unavoidably find itself operating in, a key question that must be considered is how to ensure that the Reserves have the lieutenants, sergeants and corporals it will undoubtedly need? The Military Skills Development System (MSDS) is already generating results in filling out the ranks of the reserve units, but a question-mark remains as to where the leaders will come from to lead this new generation of reservists.

At least one answer seems to lie with the young men and women who frequent the campuses of our universities, universities of technology, FET colleges and other institutions of higher education. Where better to seek out young, intelligent and capable recruits to fill the ranks of the leader group of our reserve units? In this article I want to outline some of the many reasons I believe that a significant effort should go into campus-based recruitment and training of future leaders for the Reserves. In saying this I should acknowledge that I am saying nothing that is not already in the minds of the leadership of the SANDF. Indeed, a pilot project based at the University of the Witwatersrand (URTU – the University Reserve Training Unit) has recently been concluded, and has evidently been a great success. In this article I want to lay out some of the reasons for supporting efforts of this kind. I will begin by setting out some of the potential advantages to the Reserves of recruiting students. I will then outline the benefits of Reserve Service for the students themselves, and finally I will suggest some reasons why institutions of higher education should support student recruitment into the Reserves on their campuses.
Advantages of Recruiting Students into the Reserves

Recruiting students into the military is, internationally, increasingly being seen as desirable and, indeed necessary. The United States (US) Reserve Officers Training Corps (ROTC) produces around 70% of the US military’s officers. Though the ‘Reserve’ part of the ROTC name is misleading, given that ROTC graduates serve in the first instance in the active component of the US military, the value that the US military – arguably the most technologically advanced military in the world – places on university graduates would be hard to exaggerate. Likewise the British Army is increasingly turning to its University Officer Training Corps Units to supply young officers. The Canadian Reserves, which are an essential component of their overall force, are already around 40% manned by university students. That’s 40% of the total, not just the leader group!

One obvious reason for recruiting students is that they are the appropriate age. They’re also, in a broad sense, a self-selecting leader group – the bulk of our nation’s future leadership in all fields will come from among the ranks of those now sitting in lecture halls and laboratories on campuses across our land. Much of what they are already learning would be of immediate benefit to them in undertaking military service. The US ROTC require their students to take specific courses in Military Studies, and there is no reason why such a programme could not be included in the curriculum of our institutes of higher education. Indeed, there are many existing courses that could immediately be integrated into such a programme.

Another important factor is that students have more spare time and more flexibility than almost any other sector of the adult community, which opens up far more opportunities for part-time military training. Long student vacations in particular present opportunities for sustained training exercises. Some of the day-to-day training could also be done on the students’ home campuses. A good number of South Africa’s tertiary education institutions offer impressive facilities, many of which could be exploited for training purposes. Sports fields, lecture theatres, computer facilities and the like would all be available.

Not only do students have a good deal of spare time, but they tend to fill that time with two kinds of activities that fit very neatly with Reserve Service – extra-curricular activities like sports and clubs, and part-time jobs. Reserve training fits very well with both of those categories of activity, given that it both involves a considerable amount of what might be called ‘adventure training’ and is a paid activity to boot!

While for many students the attraction of adventure, leadership training and reservist pay will suffice, an opportunity exists also to target specific scarce skills through bursaries and low-interest student loans, which could be connected to mandatory terms of service in the Reserve Forces. Specialist Reserve units such as medical units, engineering units and signals units could particularly benefit from this method of ensuring that they meet their needs for skills that are otherwise difficult to retain.

Given the history of our nation, a very important goal for the Reserves is to transform its leadership cadre to reflect the demographics of our nation. Tertiary sector student populations are increasingly representative of national demographics. Recruiting from among the student body therefore represents an opportunity to transform the Reserves, particularly the leadership. Furthermore, the increasing globalisation of the tertiary education sector presents opportunities for giving student-soldiers of all races broad exposure to international experiences, by means of student exchanges. Indeed, there exists a golden opportunity for some trainee Reserve leaders to experience the military services of other nations through student exchanges involving Universities that have ROTC or UOTC units attached to them. This can only broaden the outlook of these
future leaders not to mention enhancing their capabilities.

Apart from the direct benefits to the Reserves of recruiting junior leaders from among the ranks of our nation’s students, there are important indirect benefits as well. For one thing, having student-soldiers live and study side-by-side with other future leaders of our nation will increase the general awareness of the role and value of the military in South African society. This is important both for democracy in our nation and also to improve the general perception of the SANDF among the population. It is interesting to note that the British UOTC system is not primarily aimed at recruiting new members into the armed forces - signing up for UOTC involves no commitment to military service. Though many UOTC graduates do go on to join the British Army, the main purpose of the programme is, as their website puts it “to promote the image of the Army amongst undergraduates and encourage a deeper understanding of the Armed Forces amongst future employers and managers.”

WHAT’S IN IT FOR STUDENTS?

Apart from the opportunity to serve their nation, which students should be encouraged to see as a benefit in itself, students would also benefit in numerous other ways from joining the Reserves.

As already mentioned, students are already attracted to the wide range of clubs and sports teams that their campuses offer. Reserve service requires a similar time commitment to belonging to one of these clubs, but can offer experiences and activities well beyond what is otherwise on offer. Weapons training, adventure training, skills training, fitness training, formal dinners … the list is almost endless. In other words, Reserve Service can be a great deal of fun! Added to that is another enormous bonus - students will actually be paid for doing all these great things! It’s an ideal way to resolve an ongoing tension that many students face between the desire to take part in enjoyable extra-curricular activities and the need to earn some part-time money. Interestingly, as mentioned above, the British UOTC system is technically a university club and not a part of the British military, which reflects how well this sort of thing fits with the club ethos.

Those are just the short-term advantages for the student. In the long term students who join the Reserves will benefit from discipline and leadership training that is not otherwise available in an academic context. Apart from the personal benefit this is likely to be to them, having Reserve Service on one’s CV is likely to be a real plus once the student starts looking for work after completing his or her studies. Employers unquestionably appreciate the value of hiring employees who have demonstrated their self-discipline and the ability to work in a team.

WHY SHOULD INSTITUTIONS OF HIGHER EDUCATION SUPPORT THIS PROPOSAL?

During the apartheid era liberal universities like the one I work at distanced themselves from the security arms of the government. This was, at the time, a necessary protest against the excesses of the former regime, and probably explains why a local equivalent of the British UOTC and U.S. ROTC programmes is not in existence on South African campuses today. However, the divide that currently exists between the liberal academic institutions of South Africa and the SANDF is an unhealthy one. It is to the benefit of any nation that the values of its academic institutions should be reflected in its defence force, and that the challenges faced by the nation’s security forces should be comprehended by its leading research and education institutions. Now that South Africa has a democratic government the divide between the tertiary education sector and the military need no longer remain and, indeed, ought to be actively overcome. In what follows I shall set out some of the reasons why institutions of higher education should support the recruitment of students into the Reserves on their campuses.
Firstly, as made clear above, Reserve Service offers genuine benefits to students who sign up. Those of us who work in the academic world do occasionally forget that students are what we’re ‘about’, but there really is no excuse for tertiary higher education institutions not to be constantly seeking out ways to better serve the interests of their students.

Taking a broader view, it becomes clear that military Reserve members take hands-on knowledge of the defence sector into civil society, thus offering a means of strengthening the democratic oversight of the armed forces. This effect is likely to be greatly enhanced where those military Reserves are graduates who are more likely than non-graduates to become influential members and even leaders of society. The tertiary education sector is an essential part of our nation’s civil society, which in turn plays a critical role in strengthening our democracy. There is every reason, therefore, that institutions of higher education should welcome any opportunity to contribute to this important goal. Furthermore, having military units embedded within the superstructure of the archetypal liberal institution, the university, will sensitize soldiers trained in these units to key liberal values and theories, which can only be of benefit to our nation.

Finally, it’s worth considering the issue of research. Since the transition to democracy in 1994, institutes of higher education have been making great efforts to ensure that the research agendas pursued within their hallowed halls address and positively affect the central issues facing South Africa and the rest of Africa. Armed conflict remains one of the scourges of Africa, and it’s high time that this issue gets the focused research its importance demands. Partnering with the SANDF through Reserve units offers real potential to open up valuable research opportunities on this important topic.

**CONCLUSION**

Despite the fact that our democracy is still very young, it is encouraging to see how far we have come. Essential to our continued future well-being as a nation is a well-trained, well-equipped and well-led defence force. But, because of the pressing demands of the many challenges facing us – HIV/AIDS, crime and poverty, to name but a few – we simply cannot afford to have a large full-time military. There is no question, then, that much of the responsibility for providing for the defence of our nation and its interests must fall to the ordinary citizens of South Africa, the men and women who serve in the SANDF Reserves. Those men and women need, and deserve, the best leadership we can give them. That means reaching out to our nation’s ‘brightest and best’ many of whom are concentrated on our campuses of higher education, and training those students to be the leaders of the future.

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BACKGROUND

The tradition of procuring and maintaining Reserve Military Forces is virtually as old as the history of soldiering itself. The institution of large armies officered and manned by Regular Forces alone has been, throughout history, more the exception than the rule. Almost all major armies, whether the Romans, the Mongols or the Ama-Zulu, were overwhelmingly reliant on the ability to muster, at short notice, large groups of people from the citizenry who, either voluntarily or through conscription, rendered military service in support of the sovereign/civil authority.

The utility and importance of Reserve Forces to South Africa’s national defence efforts continue unabated today, with Reserve Forces constituting the bedrock of the country’s (conventional) military capabilities. The ongoing importance of the Reserve Force has been acknowledged from diverse quarters, including the former President, the current and previous Ministers of Defence, and the current and previous Chiefs of the Defence Force and the defence parliamentary committees. It is in this context that the current transformational challenges facing the South African Reserve Force assume an overriding importance.

Any discussion of the relevance of the Reserve Force system to an African environment in particular begs the question as to the utility of the Reserve Force tradition to military forces internationally. Reserve Forces featured prominently in both the defence strategies and force structures of many developed and developing countries during the Cold War period. The prospects of large-scale conventional warfare, the fear (whether real or perceived) of territorial invasions from military adversaries, and the sheer deterrence value of large force levels contributed to the maintenance of substantial Reserve Force establishments.

The demise of the Cold War witnessed a partial reduction in the size of military establishments throughout the world and precipitated transformation processes, which sought to revisit the strategic and doctrinal underpinnings of Cold War defence thinking. One would have assumed that, within this scenario, the utility of Reserve Forces would also have diminished as governments sought to create smaller, more mobile and more cost-effective military forces to deal with the defence challenges of the post-Cold War period.

In reality, however, whilst the post-Cold War has witnessed a revision of Reserve Force...
policy in most countries possessing significant Reserve establishments, it has also seen a positive reappraisal of the role that Reserve Forces can play in an increasingly post-modern world. Whilst there are certain limitations on maintaining Reserve Force systems, which need to be honestly addressed, the utility in developing and maintaining Reserve Forces far outweighs their disadvantages. The pros and cons of Reserve Force systems, therefore, need to be dispassionately assessed in the light of the current international, continental, regional and national environments.

It is acknowledged that Reserve Forces are not homogeneous entities in either an organizational or cultural sense. In the recent past, a dichotomy existed between the Conventional Reserve (consisting largely of specialized units, conventional units and specialist personnel) which is not necessarily area bound in terms of its deployment responsibilities, and (the now defunct) Territorial Reserve which was area bound and tended, in the main, to be militia-type organizations.

Africa possesses surprisingly few functioning Reserve Force systems, with the notable exception of South Africa, Tanzania, Algeria, Egypt, and Libya. The Reserve tradition is stronger in the Union of the Arab Maghreb (Algeria, Libya, Tunisia, Mauritania, and Morocco) where, of five member countries, both Libya and Algeria have functioning Reserve Force systems. Closer to home, of the 14 countries within the Southern African Development Community (SADC) only two have functioning Reserve Force complements (viz South Africa and Tanzania) whilst Zimbabwe is in the process of establishing an Army Reserve.

The two countries with the strongest Reserve Force tradition are Tanzania and South Africa.

Many African armed forces are currently in the process of transforming. This includes their roles and tasks, their structures and their human resource systems. It has largely been the result of the democratization of many African political systems, but has also been occasioned by economic factors and developmental requirements.

Whilst much attention has been focussed on the stabilization of African civil-military relations, the reprofessionalization of armed forces, demobilization and budgetary realignment, very little attention has been paid to the creation of Reserve Force systems. This is unfortunate given the political, economic and military utility of Reserve Force systems and a number of reasons are proffered as to why a Reserve Force tradition would be of benefit to African armed forces.

The advantages of Reserve Forces are basically threefold - political, economic and military. Politically, Reserve Forces can contribute to the development and maintenance of stable civil-military relations (in both an explicit and an implicit sense).

It is significant to note that of the military coup d’états that have occurred during the twentieth century very few have been mounted by armies possessing large and active conscript or Reserve Force communities. Reliance on Reserve Forces certainly moderates the corporate culture of the armed forces, rendering them more sensitive to civic sensibilities, and deprives them of the element of surprise that is a critical ingredient in the execution of a coup d’état.

The maintenance of Reserve Forces also contributes to the development of stable civil-military cooperation and relations in a myriad of implicit ways.

Well-managed and appropriately utilized Reserve Forces can cement an enduring relationship between civilian communities and the armed forces at a very practical grassroots level. Indeed, it is useful to conceptualize the civil-military as possessing both a national character (the relationship between the various arms of government) and a local relationship (the relationship between local governments, civil society and local civilian communities). Typical (Reserve Force-Local Community)
interfaces in which local civil-military relations can be strengthened include the involvement of the Reserve Forces in border control, (some) crime prevention, assistance in disaster relief, emergency and humanitarian assistance, peace missions and limited civic action projects. Reserve Forces (whether conventionally or territorially organized) because of their proximity to the community, tend to provide the armed forces with a human “face” - a quality that the Regular Forces, given their geographical dispersion and their confinement to barracks, tend to lack.

The strength of Reserve Forces, their community-bound nature and the strong civic element that characterizes their corporate culture can also prove a weakness in situations where inadequate command and control, high levels of local politicization, and strong ethnic differences exist.

**Reserve Forces as Economic Force Multipliers**

Effectively managed Reserve Forces can provide a country with exceedingly cost-effective forces, which militates against the need to maintain (relatively) large and expensive standing forces. This is undoubtedly the key reason why most armed forces throughout the world continue to rely on their Reserve capabilities as the primary form of personnel provision in the eventuality of war and / or national crises of similar magnitude.

The economic utility of Reserve Forces can be measured against a number of indicators. The first of these is the simple fact that maintaining a functioning Reserve Force unit can be done at a fraction of the cost required to maintain a similar Regular Force unit. The second is the fact that Reserve Force units possess the ability to attract multi-skilled, and often highly qualified, members without the personnel retention costs required to maintain such persons in the Regular Forces.

Reserve Forces can prove to be economically beneficial in a broader strategic sense. A survey conducted by the World Bank in 1998 revealed that the ability of governments to provide for effective security within a country (homeland security and defence), and the ability of the security forces to realize such conditions of security, constituted the prime concern of investors when they consider investing in developing countries. Well-resourced, effectively managed, legitimate and disciplined Reserve Forces can hence contribute immensely to the creation of a local climate within which investment, development and economic growth can occur.

Studies of Reserve Force systems (USA, UK, and South Africa) have also revealed that the involvement of Reserve Force members in reserve activities can have indirect spin-off benefits for employers. Included in these benefits are improved leadership, management and organizational skills as well as increased levels of confidence and assertiveness. On the other hand, the prolonged absence of Reserve Force members from their places of employment can impact negatively on the economic performance of certain businesses. Whilst larger corporate ventures can more easily absorb the economic costs of absent Reserve employees, medium and small business are more frequently than not unable to afford the costs and financial losses that result from the Reserve Force commitments of their employees.

Efforts which can be undertaken to address employer concerns regarding the absence of their members from the workplace include the strengthening of dialogue between employers and Reserve Force structures, improved remuneration for Reserve Force members and a general recognition of the macro-strategic advantages of maintaining capable and efficient Reserve Force structures.

**Reserve Forces as Military Force Multipliers**

Reserve Forces possess a definite military utility - a phenomenon that has been testified to by the repeated use of Reserves by governments.
in a variety of operational roles throughout the centuries. Reserve Forces, both in South Africa and internationally, have been used in a wide variety of roles and for many different tasks. Although they have mainly been used for purposes of territorial defence during the twentieth century they have, both in previous centuries and in the twentieth century, been used for both primary and secondary functions.

Tasks for which the Reserve Forces have been used to considerable military effect include the following:

- **The traditional role of territorial (“homeland”) defence and security** - most typically as home guard units, components of echeloned defence systems, and national key point personnel (the experience of most Allied and Axis forces in the Second World War provides possibly the most compelling examples of this tradition).

- **In defence of the sovereignty of a country from internal attack.** In circumstances where the constitutional authority of the state appears to be under attack from internal forces, Reserves can, and have been used to supplement the police and the regular forces in countering these activities.

- **In support of expeditionary missions** - the role of British Reserve units during the Boer War and the central role played by the former SADF’s Citizen Force units in Namibia and Angola between 1967 - 1989 for example.

- **In support of the Police.** Armed forces have periodically been called upon to assist the police in a public order capacity, for example in the maintenance of law and order, restoration of law and order (where the latter task becomes impossible for the police to handle on their own) and in a variety of specialized police-type (supportive) roles, such as the prevention of arms smuggling, drug smuggling, piracy at sea etc.

- **Disaster Relief and Humanitarian Assistance.** Reserve Forces are particularly effective when such events occur at a local, regional or national level, given their knowledge of the terrain and the community and the ease with which they can be mobilized. They can, however, also be used for disaster relief and humanitarian assistance beyond the borders of the country.

- **Peace Missions.** Reserve Forces are increasingly being used in the peace missions arena. Indeed it is the preference of Scandinavian countries, for example, to use Reserve Forces in this role and Reserves consequently constitute the bulk of their commitments to peace missions as they often possess the maturity and the range of life and professional skills that peace mission deployments are increasingly demanding (despite difficulties encountered in deploying Reserves away from their places of work for too protracted periods of time).

It is important not to overstate the military utility of Reserve Force structures. Regular Forces possess many advantages (which most Reserve units do not) for a variety of reasons. It is important, nevertheless, to determine the strengths of Reserve Force units and to maximize this potential within the national defence policy, military strategy, force design and order of battle of the defence force under study.

The advantages accruing to the maintenance of Regular Force units derive from their levels of combat readiness and availability for deployment. Unlike Reserve Forces, Regular Forces can be mobilized at short notice. In general they tend to be more recently trained than many Reserve Force units, they normally possess, younger more able-bodied members
than those found in Reserve Force units, and they benefit from a tighter system of command and control than is found within Reserve Force systems.

THE ROLE OF RESERVE FORCES IN HOMELAND DEFENCE AND SECURITY

The military advantages of maintaining Reserve Force systems derive from their utility as homeland (rear area) defence formations where their knowledge of local terrain, their self-sufficiency potential, and the existence of more tightly-knit community networks render them effective in a variety of different roles. These roles include the protection of strategic installations within their tactical area of operation, the use of such forces in a light infantry and guerrilla role as defensive forces against an aggressor, and the advantages of using locally deployed personnel in both reconnaissance and tactical intelligence capacities.

In addition, a new effort is needed globally to protect the territorial integrity of countries and populations against complex and diversified threats of (in the main) an asymmetric nature, which are more random in nature than ever before (such as terrorist attacks). Hence a new approach toward civil defence, Reserves and homeland defence has to be urgently defined. And it is to be noted that since 11 September 2001 the North Atlantic Treaty Organisation (NATO) members and partners have been forced to reassess the threats posed to their homelands by weapons of mass destruction. According to these reassessments there are serious inadequacies in health-care provision and security systems (to list but two).

Inadequacies in dealing with threats posed to Homeland Security

Hospitals in North America and Europe continue to operate at around 90% capacity and would be unable to deal with more than 50 patients requiring quarantine. National healthcare authorities have no strategy for rationing the limited medical treatment available in the event of an attack. Emergency personnel and health-care workers need to be fully trained in symptom recognition and response.

Security is inadequate around critical sites and facilities that could be used to magnify chemical or biological attacks, such as food and water supplies. The improvement of research and development programmes is also central to enhanced military capabilities, equipment and adequate civil defences.

Civil emergency planning is primarily a national responsibility. However (at the NATO level) national intentions and capabilities are harmonised to ensure that jointly developed plans and procedures will work and that the necessary assets are available, while civil emergency planning aims to co-ordinate national planning activity to ensure the most effective use of civil resources in emergency situations such as war, crises and disasters, with the main goals being to decrease the vulnerability of civilian populations, minimise the threats to critical infrastructure and co-ordinate responses in the event of an attack.

Civil-Military preparedness

The North Atlantic Council has identified four main areas for the improvement of civil emergency preparedness, namely:

Civil-military cooperation
Cooperation between civil and military authorities will necessitate additional military support for essentially civilian operations in the event of an attack on the homeland.

Mass movement of civilian populations
Mass movement of civilian populations calls for the development of arrangements to facilitate rapid transit and border crossings.
Medical preparations
Medical preparations are broadly concerned with minimising the health risks associated with biological and chemical attacks; among other activities this includes disease surveillance, the creation of mobile laboratories for diagnosis and treatment for contamination.

Development of an inventory of national capabilities
The development of an inventory of national response capabilities will create a database of the international resources that might be available to a stricken country.

Military Intelligence capabilities
At the same time, military intelligence capabilities must be improved to effectively track potential attackers, weapons manufacturing sites and intended transport routes for chemical or biological agents. According to the UK Ministry of Defence, a premium must also be placed on the ability to generate and identify smart new civil-use technologies that can be quickly integrated into military platforms, weapons systems and force structures. This requires effective research and development programmes (for example, the US Defence Advanced Research Projects Agency and the US Army’s Medical Research and Material Command laboratories are both engaged in identifying novel therapies against threat agents).

TRANSFORMING CONVENTIONAL FORCES

Military forces will continue to play an important role in defending and responding to those states and terrorist groups that pose a threat to their homelands. In the fight against terrorists themselves, Special Forces and counter-terrorism units are likely to play a leading role in the battle. Rapid deployment capabilities are critical to the swift response to a threat and the timely projection of forces. Precision-guided munitions, advanced sensors and the development of counter-terrorist intelligence are other capabilities essential to the success of any campaign.

However, the growing gap in defence spending is itself driven by differing perceptions of the security threats facing countries across the globe. At the root of the problem lies the fact that the continent is not yet convinced that it faces a significant threat. In order to overcome this lack of focus, new capabilities initiatives will have to focus on four main areas: 1. Defence against nuclear, biological and chemical weapons. 2. Ensuring secure command, control, communications and information. 3. Improving interoperability and effectiveness of deployed forces. 4. Ensuring rapid deployment and sustainability of combat forces.

Officials at NATO headquarters and many analysts have pointed to a lack of defence spending globally as the main obstacle to fulfilling many of the action items. In addition, one senior NATO official pointed to the conservatism of many senior military officers, who choose to spend money on forces for traditional territorial defence, rather than on forces capable of performing the new missions called for today.

The terrorist attacks of 11 September 2001 on the USA have forced countries to undertake a fundamental rethinking of how to defend their own people and their homelands and territories - with mass terrorism and ballistic missiles being the two most likely ways that adversaries could bring death and destruction (thereby bypassing any conventional military superiority, by using asymmetrical means). If terrorists and adversarial states were to gain the ability to use weapons of mass destruction, the death toll would be magnified to truly horrific proportions.

Faced with such threats, we must develop new capabilities to defend ourselves. The notions of deterrence are irrelevant to suicide terrorists willing to sacrifice their lives in order to take ours. We must increase our defence budgets to improve and defend our armed forces and people against weapons of mass destruction that might be used in a theatre of military operations or in a terrorist attack. In addition we must work diplomatically to strengthen arms control treaties and regimes, take action when
they are violated, and develop new treaties and regimes to control further the spread of the most dangerous weapons the world has ever seen.

**PROMINENT ROLES FOR RESERVE FORCES**

The most difficult conflicts today are mainly non-conventional in nature, such as threats to security of countries, peace operations, and long civil wars; all of which are followed by civil collapse in the form of disintegrated infrastructure, food shortages, collapsed medical facilities, destruction of water supplies, violation of human rights, corruption, crime, widespread pessimism and despair. There can be no doubt that the role of the Reserve Forces is becoming increasingly important as we move closer and closer to the concept of a global village.

According to Hakan MALMQVIST of the Swedish Ministry of Foreign Affairs in a paper entitled “Stability for development: The challenge for Africa” (published in Monograph 46 of the Institute for Security Studies, February 2000) the absence of armed conflict does not equal lasting peace. Given the complex deliberations preceding the deployment of a multifunctional military force, the enormous cost of keeping forces deployed for long and sustained periods of time, and the frequent lack of political will to commit resources – it is long overdue for the international community to try harder and more systematically to prevent violent conflicts.

In line with this, the additional responsibilities heaped upon homeland defence and peacekeeping forces have necessitated a change in policy and a change in definition. Today the focus is on aspects such as human rights, and preventative measures and the military alone cannot handle these aspects. The increasing involvement of civilian agencies and non-governmental organisations in military and humanitarian missions has broadened the horizon, and the Reserve Forces have a very important role to play in this regard. The overall strategy that Reserves are able to provide in diverse situations can contribute greatly to the operational success of missions and operations as a whole – as the combination of military precision and civilian humanitarian focused principles can only contribute positively to the combined effort on both a domestic (homeland security and defence) and non-domestic (peace missions) front and make it more applicable and acceptable within the conflict zone.

The Reserve Force can provide a multi-pronged approach and scope by utilising diverse skills, experience and expertise, irrespective of the theatre of deployment. However, it must always be remembered that despite all these aspects, sustainable peace and prosperity cannot be established by providing only short-term intervention measures in cases of violent conflict. Peace, security, democracy, human rights, social justice, humanitarian relief and sustainable development go hand in hand and this must be borne in mind at all times.

**CONCLUSION**

Many African armed forces are undergoing wide-ranging and profound defence transformation processes. Yet, notwithstanding these challenges there is a general consensus amongst African politicians, government officials and civil society groupings that the retention of armed forces is necessary for a variety of reasons. They continue to remain important symbols of national unity, still play a vital role in the nation-building process, remain important guarantors of national sovereignty and play an important role in a wide range of non-traditional defence tasks (homeland security and defence, peace missions and developmental initiatives, for example).

Yet, if armed forces are to continue to play an important role in the rejuvenation of the African continent it is critical that they respect the principle of civil supremacy and remain subordinate to the elected civil authorities, that they are not unduly expensive to maintain and that they play a constructive role in support of both national and continental initiatives. In all these arenas Reserve Forces have a prominent
role to play, and to ignore their utility is to do a great injustice to Africa’s defence potential, and indeed to lasting peace and prosperity for our continent.

NOTES:

1. The term “Homeland Defence” has a wider meaning than just mere “territorial defence”, but is probably more opposite following events since September 2001. In addition to defence against the threat or actions of the armed forces of foreign governments, homeland defence also includes the provision of aid to the civil authority (activated only when the problem cannot be managed within the resources normally available to the civil police). As such, Military and Police functions must be distinguished clearly, as it is possible to end up defining everything as a police task despite there being a valid military role in homeland defence. In simple terms - while the ethos of the police is to arrest the miscreant, that of the military is to kill the enemy. The Military’s role therefore does not include responding to the activities of criminal individuals or organizations, but is limited only to those circumstances where foreign individuals or organizations act in ways that threaten the security or stability of the sovereign state and its people.

2. “Homeland Defence” can be viewed as comprising two very distinct elements, Close Homeland Defence (where actions are taken within a country’s borders to prevent or respond to a particular event, including national disasters) and Projected Homeland Defence (where expeditionary style operations are undertaken away from the home nation, normally in cooperation with allies and partners to stabilise another part of the world or to prevent problems – such as failed or failing states, terrorism, crime – from entering the home nation).

3. In the twenty-first century, homeland defence & security involves the development of an increasingly complex capability – facing the challenges of coordinating multi-agency and multi-jurisdictional responses where each agency has its own systems, processes, procedures, and personnel. However they must work as a single unit with clearly defined roles and responsibilities, interoperable systems, and identified lines of communication for information sharing.

Acknowledgement and References:

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- Alan STEPHENS; “Armies, Stealth Fighters, and Homeland Defence” - Aerospace Centre Paper Number 5 [January 2002]

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Referring to the White Paper on Defence and the Defence Review, Chapter 11 establishes a balance between the Regular force and Reserve Force based on the former being relatively small and the latter being sufficiently large. This phrase in itself sets out the broad strategic direction of the South African National Defence Force (SANDF), with particular reference to the personnel and force structuring components of SANDF strategy formulations. However, over the last ten years, the opposite has occurred. Regular Force personnel expenditure is ever increasing relative to the balance between personnel, capital and operations expenditure frameworks. This has resulted in the SANDF becoming financially straitened, with dire consequences for a viable Reserve Force.

Internationally the maintenance of a Reserve Force is seen as a means to an end, namely as the only mechanism to achieve national and military strategic imperatives. The Reserve Force strategy is supportive on all levels of military strategic hierarchies in terms of the Department of Defence’s (DOD) one force policy.

The DOD through the Reserve Force component has been able to support Government with the advent of a new democratic order in South Africa. In 1994 the focus of the political environment swung toward the development of an integrated and reconciled society. Issues such as transformation, social upliftment, national skills development and health, amongst others, became the priority. The Reserves have been able to contribute greatly to the above purely through collateral coincidence, but it has nevertheless enabled the DOD to make a contribution. Through the distribution of the SANDF Reserves throughout the country, especially in the rural areas, the DOD can claim huge success in direct and indirect impacts on the well being of these communities.

The government has a constitutional responsibility to maintain a state of readiness toward its people to provide protection, but part of this protection involves the support of its constituents for actions that need to be taken from time to time. Reserves and the utilisation of Reserves create the support base from the 5th line, which is critical to sustained operations. In terms of a nation at war the support of and by the people is critical to success.

South Africa as one of the important role players in support of other member countries
in the SADC region, the African Union and the United Nations acts in support of government. They also have the ability to support the government with diplomatic initiatives, as well as on economic and information fronts, to achieve peace in South Africa, the African Continent and beyond. The Reserves can, and do make major contributions directly in terms of their military involvement and indirectly through their individual career impacts. In short the Reserves provide the mechanism to integrate the military with society by providing for citizens to serve the country on a volunteer basis. South Africa’s security, economic growth and prosperity is linked to that of our neighbours and also to the African Continent.

Most military organisations throughout the world are faced with the challenge of matching their resource allocation to the required output by government. This is nothing new, but can lead to planning anomalies such as the structuring of the force in terms of the required budget allocation. More correctly, strategy is followed by structure and resources are then added to achieve that strategy.

The SANDF has adopted an approach of strategically defensive and operationally offensive, which hinges on jointness, multi-role force designs and “just in time” strategies. The implications of this are that the organisation is not structured for war, but rather for the minimum requirement of peacetime activities based on a lead-time that allows for expansion as a war force.

The core force during peacetime needs to foster an adequate Reserve component, properly trained and utilised, which is geared to providing the rapid expansion required of a war force. The lead-time is based on threat scenarios and is extended if a perception of credible deterrence is achieved. A Regular Force of 50,000 in today’s world, even if backed by superior technology, is not a credible deterrent. But if backed by a Reserve of ten times that size with the mechanism to mobilise the nation both morally and physically, it becomes a credible deterrent.

The ability to expand the force rapidly is the exclusive domain of the Reserve component which, when not utilised, does not require major resources. The Reserves are a stable work force providing a military strategic capacity at a level that maintains credible deterrence while requiring a fraction of the resources needed to maintain a regular force with the same deterrent value.

Inherent in the broad force design and characteristics of the Reserves is a mechanism to improve cost-effectiveness further, namely that of readiness states. A ready Reserve by implication will require significant re-sourcing by way of training and equipment as compared to a first line Reserve and a second line Reserve. Obviously as lead-time for deployment increases the lower the readiness state is, but it none the less allows for the maintenance of a significant cost-effective force.

The force employment strategy is based on the military strategy approved by the parliamentary cluster that has defined 37 missions, which are grouped into three military strategic objectives. However the SANDF is the last line of defence when it comes to namely Support to the People, Promoting Security and the Maintenance of a Comprehensive Defence Capability. Examples of these functions are:

- Search and Rescue
- Control points for Swine fever
- Fighting bush fires
- Support to the SA Police
- Assisting in the event of a Natural Disaster
Furthermore the employment strategy has three stages, which cover a time frame of 18 years. The strategy is characterised by less emphasis on internal operations, an increased involvement in peace support missions in the sub-region and over time the restoration of the full conventional capability of the SANDF.

The Reserves have an ever increasing role to play as the strategy unfolds, simply because the maintaining of a Regular Force to execute this strategy is not sustainable within the current budgetary considerations.

It is within this environment that the tangible benefits of the maintenance of the Reserves are seen. The bulk of the current contribution to internal operations is provided by the Reserves. It is noteworthy that the general leadership, discipline and diverse skills base are complementary to this involvement. Largely the current experience levels within the Reserves are more than adequate and coupled to creative approaches.

Many individuals are involved and utilised in specialised fields on the basis of the civilian competencies required by the DOD. This contribution is obtained at a fraction of the cost of employing contractors or consultants.

The maintenance of the Reserve is logically extremely cost-effective. Reserves are not paid unless utilised and the maintenance of core competency within the Reserve capacity only requires approximately 15% of the full maintenance required by the Regular Force. It is thus logical to conclude that at the same cost a Reserve eightfold in size can be maintained. The value of the repository of skills, technical and otherwise, maintained within the Reserve is underestimated. To outsource these capabilities is extremely expensive.

In the case where Reserves are utilised for extended periods there is a cost saving as Reserves are paid according to the lowest salary scale per rank group. Although to cost the Reserve Force as a whole is a relatively simple exercise, it must be appreciated that a common approach to costing force structure elements, both Regular and Reserve, needs to be agreed upon. Once design and structure have been finalised the total cost may be determined. Readiness schedules are a further determinant in the costing. A ready Reserve would obviously cost more to maintain than a first or second line Reserve at correspondingly lesser states of preparedness.

The Reserve Force is a sound and logical business proposition for the DOD. However, the details need to be developed and completed by each Service as they may weight the benefit differently. Not only do individuals and force structure elements provide capacity and competency to the organisation, but they do so on a volunteer basis in an extremely cost-effective way. In the long run it is only through an effective, well maintained Reserve Force that the DOD can meet its constitutional obligations in a sustainable way.
The contribution of the South African Army Conventional Reserves to Internal and External Missions of the South African National Defence Force since 2004

Brigadier General Gerhard Kamffer,
Director Policy and Planning (Reserves) Chief Army Reserve, Army HQ,

BACKGROUND

The military strategy of the South African National Defence Force (SANDF) requires the Army Conventional Reserve (ACR) to combine with the Regular Force in all missions executed by the SANDF.

Since 2002 when Project PHOENIX was instituted in the SA Army there has been a greater focus on the Reserve Force, especially in the Infantry Formation. This capacity building has resulted in deployable sub-units to supplement the Regular Force when required.

THE MILITARY STRATEGIC OBJECTIVES OF THE DEPARTMENT OF DEFENCE

The military strategic objectives are in fact the goals that are to be achieved by the South African National Defence Force. In terms of the “core growth one force policy” the Reserves are to make a contribution to the full range of military and other ordered commitments.

The objectives as spelled out in the Strategic Business Plan 2007,¹ are as follows:

To Enhance and Maintain Comprehensive Defence Capabilities.
The provision of self-defence in accordance with international law against any external threat of aggression that endangers the stability and territorial integrity of South Africa.

To promote Peace, Security and Stability in the region and on the Continent.
The provision of external deployments and support to enhance security supporting decisions by the executive.

To Support the People of South Africa.
Supporting the people of South Africa in operations and activities other than war in situations of disaster, emergencies and humanitarian need, when responsible State departments do not have adequate capacity to do so.

¹ Republic of South Africa, Department of Defence, Strategic Business Plan 2007, p. 12.
PROGRESS MADE IN OPERATIONALISING THE CONTRIBUTION OF THE ARMY CONVENTIONAL RESERVE (ACR) IN TERMS OF THE MILITARY STRATEGIC OBJECTIVES

In order to get the ACR from a point below critical mass in 2002 to a point where they are deployable and could supplement the Regulars in 2004, a major intervention was required.

Project PHOENIX was instituted in 2002 to rejuvenate and transform the Reserve Force in the SANDF. This was successfully implemented in the SA Army. The focus in the SA Army was to give effect to the approved SANDF Reserve Force Strategy and the implementation instruction.

In 2004 the Plenary Defence Staff Council (PDSC) decided that the implementation of the SANDF Reserve Force strategy would continue as an intervention in the SA Army using the mechanism of Project PHOENIX. This intervention will be continued in the short and medium term to accelerate the process of creating more deployable sub-units.

The Minister of Defence referred to the ACR during his budget vote speech in parliament on 27 March 2007 when he stated the following:

“Progress continues to be made with the transformation and revitalization of the Reserve Force so that it can fulfil its primary role of providing most of the conventional capability of the SANDF, whilst at the same time supplementing the peace support missions conducted by the Regular Force. On any one day, the equivalent of two and a half battalions of Reserves are deployed on external operations, on our borders, in guarding key installations and in administrative duties.”

The Reserves contribute to all three military strategic capabilities. This is also in line with one of the key principles of the “Core Growth – One Force” concept of the SANDF, viz that the Reserves will provide the second line (second impetus) to all such mandated operations. Furthermore the ACR will provide most of the conventional landward capability of the SANDF and in so doing contribute in large measure to deterrence as well as the

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capability required for missions in support of the people. Lastly, the Reserve Force will also be required to sustain long-term Peace Support Operations deployments.

To promote Peace, Security and Stability in the Region and on the Continent

For the military strategic objective, viz: “To promote Peace, Security and Stability in the Region and the Continent” the ACR has made a major contribution by combining with the Regulars in external deployments.

In 2004 the first composite Company consisting of Reserves was very successfully deployed with 7 South African Infantry (SAI) Battalion from Phalaborwa to the Democratic Republic of the Congo (DRC) in Operation Mistral for a period of six months.3

They deployed as D Company of 7 SAI and the following 9 Reserve Units made up this first Company of Reserves to be deployed for Peace Support Operations:
- Natal Carbineers (NC),
- Cape Town Highlanders (CTH),
- Durban Regiment (DR),
- Transvaal Scottish (TS),
- Witwatersrand Rifles (WR),
- South African Irish Regiment (SAIR),
- Regiment Northern Transvaal (RNT),
- Regiment Oos Rand (ROR) and
- Rand Light Infantry (RLI).

This was followed by another Reserve Company from Regiment de la Rey in Potchefstroom deploying with 2 SAI from Zeerust from October 2005 to May 2006. This Company deployed at Lubumbashi in the south-eastern region of the DRC in Operation Mistral.4

In July 2006 the third Reserve Company deployed with 5 SAI from Ladysmith to the DRC. This Company comprised members from Durban Regiment (DR), Durban Light Infantry (DLI), Natal Carbineers (NC) and also with support from the Transvaal Scottish (TS), South African Irish Regiment (SAIR) and Johannesburg Regiment (JR).

![Locals and Military members in Kindu - DRC](image_url)

Figure 1: Reserve Deployments (Source: Presentation made by Maj Gen Roy Andersen to the PDC in Parliament, Cape Town, 12 June 2007)

In the first half of 2007 the following Reserve Companies completed their external deployments: (See Fig 1)

- one composite Company from the Kwa-Zulu Natal (KZN) region in Burundi (Operation Fibre) with 5 SAI,
- one composite Company from the Gauteng region in the DRC (Operation Mistral) with 4 SAI,
- One composite Company from the Cape Town area in Burundi (Operation Curriculum) with 9 SAI.

**To Support the People of South Africa**

The objective “To Support the People of South Africa” includes, amongst others the following:

- Deployment in co-operation with the South African Police Service
- Border-line control
- Maintaining essential services
- Support to other Government Departments

Support to other Government Departments was provided by platoons from ACR units under the command of the Infantry Formation. These were deployed in KZN for the first time at the request of the Department of Agriculture to contain and control swine fever in that region. Later Reserves were also deployed in the eastern Free State to control swine fever. These forces were from Kimberley Regiment (KR) and Regiment de la Rey (RDLR) and were deployed until the end of March 2007 on Operation Human.

The Reserves also worked alongside the Regulars for Borderline control operations in Operation Intexo. A composite Company comprising elements of Kimberley Regiment (KR), Regiment Bloemspruit (RBS) and First City (FC) were deployed in Limpopo and a Company from Durban Light Infantry (DLI) in Mpumalanga (see Fig 1).

Regarding “maintaining essential services” the Reserves made a major contribution during the strikes in June 2007. In this case 13 Army Conventional Reserve (ACR) platoons together with 1 platoon and 16 sections from the Army Territorial Reserves (ATR) were deployed for
Operation Bata at various hospitals all over the country. At one stage the Reserves (ACR and ATR) contributed 40% of the deployed troops for Operation Bata. These Reserves from 10 ACR units and 7 ATR units were deployed at very short notice. Besides the deployments an additional 14 ACR platoons were placed on standby during this period.⁵

Lastly, deployments in co-operation with the South African Police Service utilised more than 400 ATR members who were deployed recently in various provinces on Operation Stipper. These members came from the remaining ATR units that are still to be closed in 2007 and 2008.

**CONCLUSION**

What the Minister of Defence said in his budget vote speech in parliament is indeed true: “On any one day, the equivalent of two and a half battalions of reserves are deployed on external operations, on our borders, in guarding key installations and on administrative duties”.⁶

A great deal of progress has been made by the SA Army in meeting its obligation to develop a viable, transformed and deployable Reserve. The operationalization of the One Force Policy and subsequent contributions towards supplementing the Regulars with various military strategic objectives have led to the point where the Reserves are starting to take their rightful place in the SA Army and indeed in the SANDF.

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AN INTERPRETATION OF THE “ONE FORCE CONCEPT” IN THE SOUTH AFRICAN ARMY

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INTRODUCTION

The term “one-force concept” has been increasingly used in the South African National Defence Force (SANDF) since 1994 and has become common since the introduction of the voluntary part-time force system in October 1995. In fact, it appears in many documents, from the Part-time Force chapter of the Defence Review report to the White Paper on defence tabled in Parliament.

In its original context and as used in these documents, it is meant to convey a specific meaning or approach in terms of the interrelationship between the Regulars and Reserves of the SANDF.

The aim with this article is to give an interpretation of what is meant by the term “One Force Concept/Policy” in order to aid users in understanding and therefore, hopefully, not to misuse it.

It is also important that the “One Force Concept” or idea should be converted into a “One Force Policy” or a plan of action, and then be implemented in the SANDF.

Note: The views expressed in this article are those of the authors and do not necessarily represent the official viewpoint of the SANDF.

THE APPLICATION OF THE CONCEPT IN OTHER COUNTRIES

The United Kingdom

The one-force concept has its origin in the philosophy by which the United Kingdom manages its Territorial Army (TA). To quote Major General (Ret) Edward Fursdon of the United Kingdom:

“In the context of a shared military ethos, the same command structure, common doctrine and tactics, similar equipment and training, and above all the same regimental system, the “One Army” concept makes very good sense – and the Territorial Army volunteers know that their service is both essential and recognized as such by their country”.

The use of the words “same” and similar” in this quote is particularly relevant. This new role of the Reserves in the “One Army” was confirmed in the Reserve Forces Act of 1996. It is an accepted fact that the Territorial Army plays a key role in the UK’s national defence within the “One Army” policy.

The United States of America (USA)

The United States uses the same idea in its “Total Force” concept. One will find that in the USA throughout the Cold War, Reserve components or volunteers served with distinction around the globe, including the Korean demilitarized zone, the Berlin Airlift and Vietnam. It was only in 1973, as a result of the declining defence budgets that the then Secretary of Defence in the USA, James Schlesinger, enacted the Total Force Policy, according to which Active, Guard, and Reserve Forces would share in worldwide missions, resource allocations and force structure. It also implied that all would be equipped and trained to the same standards.

The results of this decision were that throughout the last decade of the 20th century the Reserve component was significantly engaged in deployments in Bosnia, Kosovo, and Southwest Asia. Since September 11, 2001 the National Guard and Reserve have also been involved in the fight against terrorism. Worldwide, Reserve and National Guard members work alongside their active duty counterparts every day. According to Richard Myers, Chairman of the Joint Chiefs of Staff in the USA, a healthy Total Force is essential to winning the global war on terrorism.\(^{3}\)

**Norway**

Even in Norway political guidelines were given to develop the Norwegian Home Guard as a modern force, tailored to new tasks as a sustainable organization and the quality of the Home Guard will be substantially improved with the implementation of the planned quality reforms within the Norwegian Defence Force.\(^{4}\)

General Gerhard Back, Commander of the Allied Joint Force Command Brunssum, stated: “If reservists want to keep up with this new tempo they also have to increase their time in “active training duty” as, from a Commander’s perspective, in principle no major divergence in skills set between reservist and regular is tolerable”.\(^{5}\) All of this will not be achieved unless a One Force mindset is applied.

**THE USE OF THE TERM IN VARIOUS OFFICIAL DOCUMENTS IN THE REPUBLIC OF SOUTH AFRICA**

The concept of a “Growth Core” and a “Core Force” was introduced by the 1998 Defence Review as the underlying principle of the “Option 1 Recommended Force Design”, and has been retained as a fundamental design driver to establish a defence nucleus to maintain the required defence capabilities of the RSA.

The 1998 Defence Review stated:

“The absence of any immediate military threat to South Africa, the low probability of a significant threat within the foreseeable future, the reductions in the Defence budget since 1989, and the likelihood that the budget will remain restricted for some time, have created a situation where the maintenance of extensive military capabilities is neither necessary or affordable. Option 1 therefore represents the minimum force level that can be retained as a growth core in accordance with the core force approach without the permanent loss of capabilities. This growth core will enable limited force employment, but will maintain the expertise and technological base when warranted by the strategic or economic situation.”\(^{6}\)

This approach is also confirmed in Defence Update 2006 where it is stated that these concepts are known today as the “Core Growth – One Force” concept for the SANDF. The essence of this concept is contained in the following key principles:

- There is a single South African National Defence Force, consisting in equal importance of the Regulars and the Reserves.
- The Regulars and Reserves provide the capacity to be expanded in response to the strategic environment, thus providing the “core” for future growth.
- The Regulars are the full-time component of the SANDF, providing the first-line (initial impetus) to meet all mandated operations of the SANDF.
- The Reserves will provide the second line (second impetus) to such operations, and will comprise most of the conventional landward capability of the SANDF, and in so doing contribute in large measure to deterrence.
- The Reserves will be maintained on a sufficiently large scale to provide the Defence capacities required.

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5 Keynote address delivered, Viterbo, Italy, 6 July 2006.
According to the South African Defence Review of 1998 the ‘one force concept’ is intended to ensure that the Regulars and the Reserves constitute an integrated defence force capable of defending South Africa. The Regulars and the Reserves together provide the SANDF’s core capabilities that can be expanded if required by calling into service additional trained part-time volunteers.

The ‘one force concept’ provides for flexible utilization of human resources and reduces the necessity to maintain a large and unaffordable full-time component.

It is further stated in the Defence Review of 1998 that the essence of the concept is that all SANDF personnel enjoy fair and equitable treatment regardless of whether they are full-time of part-time members, and that they are all expected to render the same high standard of service notwithstanding the differences in the dynamics, functioning and requirements of the two components.

But in order to achieve the ‘One Force Concept’, the future SANDF should be based on the principle of fairness and equity for all its members, whether from the Regulars or Reserves, with due recognition of the different dynamics, functioning and requirements of the two components, as well as the inherent differences in service between the Services.

The SANDF Reserve Force Strategy gives perspective to what is referred to as a “relatively small Regular component and a sufficiently large Reserve component” within the SANDF force design, by providing direction on three levels. The first level deals with strategic alignment and the business case for the Reserve component of the force design as well as the mutual interdependency between the Regulars and Reserves of the SANDF. The second level addresses the main considerations or the “whats” that define and quantify the relationship between the Regular and Reserve components of the “Core-growth one force,” while the third level addresses the enablers which, in terms of policy and processes, give effect to the first and second level.

A new planning initiative by the C Army called Vision 2020 indicates future scenarios for which the Army must adjust to remain relevant. To this end the SA Army has looked at a balanced force consisting of both the Regular and Reserve Force components. The SA Army is currently investigating the appropriate ratios between these components which will result in required capabilities of a sustainable nature. Planning has been done on an integrated basis and there is a proposal to quantify the relationship between Regulars and Reserves.

APPLICATION OF THE “ONE FORCE CONCEPT” IN THE SANDF

What is envisaged by the one force concept in the SANDF? The following are aspects that must be included therein and are essential to maintaining our defence capability:

- In terms of the Constitution and the White Paper, the Regulars and Reserves form one force for the defence of the country.

- In the past and perhaps more so in the future, if one takes into account the restructuring of the SANDF, the Reserves (Part-Time Forces) form an integral part, particularly in the Army, of the SANDF’s Order of Battle. The two components are therefore complementary and essential partners in our defence capability doctrine and tactics. Similar equipment and training methods have been and will probably continue to be the SANDF’s approach.

- By their very nature, the Regulars and Reserves will have particular strengths, limitations and requirements. They are also governed in terms of different sections of the Defence Act and various general regulations and, because of their inherent differences they cannot be administered, trained or employed in precisely the same way. Therefore, being two totally different dispensations, the one-force concept cannot be interpreted to mean that there is no difference between the Regulars and Reserves.

7 Ibid, p. 94.
The one-force concept therefore addresses those aspects that contribute to the establishment, maintenance and utilisation of a well-prepared, motivated and operationally efficient force whilst recognizing that the different components thereof are different and have different strengths, limitations, needs and requirements.

It does not mean that service conditions, service benefits, uniforms, traditions and all other administrative and personnel aspects will, or should be, the same.


**CHALLENGES AND POSSIBLE LIMITATIONS IN APPLYING THE ONE FORCE CONCEPT**

Hepburn\(^9\) has identified various challenges and limitations regarding the implementation of the “One Force Concept” in the SA Army.

He stated that one must, however, not be blind to the unique differences between the two forces, which by their nature create barriers. The experience of modern armies is that it is not conducive to operational efficiency to throw Reserve and Regular Forces together once hostilities have already escalated to all-out war. This marrying up must be done during peacetime training, long before deployment.

This is borne out by the current approach of grouping Reserves and Regulars for force and mission training prior to deployment for peace support operations. It could be argued that the notion of composite battalions made up of both Regular and Reserve members is not ideal, but it has nonetheless proved successful in operations on the back of the current approach to force preparation.

Creating the One Force requires a special effort according to Hepburn. One important consideration for success recognized by Dr Ryan is, “…requires that the traditions, cohesiveness and enthusiasm of the Reserves be preserved and grafted to the professionalism of the Regular Force…..\(^10\) The resultant synergy will create a One Force greater than the sum of its parts. One can deduce that the unique skills and capabilities, which the Reserves possess, can also contribute significantly to the success of peacetime force employment and not only their expansion potential to supplement the Regulars as a wartime reserve.

The One Force Policy is set to remain, but a declaration of good intent is needed, unless urgent and decisive action is taken by those responsible leaders at all levels. The fundamental challenge that faces the SANDF is in fact the mismatch between policy and resource allocation to give effect to defence policy. Recently the Minister of Defence (MOD), Deputy Minister of Defence and the Portfolio Committee on Defence (PCD) have expressed concern that the Reserve is an essential asset which appears to receive a disproportionately low priority in terms of resource allocation. According to Hepburn\(^11\)

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9. Ibid.
10. Ibid.
11. Ibid, p. 49.
the One Force has been long on policy and short on results. Obviously under these conditions the Reserve component will not be viable and will not provide the ability to expand rapidly in time of need.

If the SANDF is to be the One Force that is envisaged, then this strategic imperative should be managed at least on the corporate level of the SANDF with resource allocations commensurate with developmental requirements.

Transformation of the Reserve component is indeed a process that is all-encompassing and cannot remain on the agenda indefinitely. Hepburn contends that this needs to be addressed through adequate resource allocation, proper plans for functioning, incentives to encourage the youth to participate and by balancing the skewed age and race profiles, injection of black leaders to address the problems of predominant white leadership character of Reserve units and by providing training to enable the Reserves to become a viable component of the one force.

Dr Gerhard Koornhof, MP and also a member of the PCD, argued along the same lines when he stated that one of the challenges is to expand and enhance the Army Conventional Reserve (ACR), which is widely regarded as a national asset. He further stated that the Department of Defence envisaged a prominent role for the ACR, but financial allocations to the ACR have not supported these policy intentions. This is clearly an indication that the PCD is of the opinion that within a One Force Policy the Reserves should be funded on an equal footing with the Regulars.

The identification and attachment of Reserve officers to Services, Divisions and Directorates to enable inclusion of Reserves in the command and management processes of the SANDF are a clear indication of the commitment to provide Reserves with a meaningful role, and indeed has had an enormous impact on the changes in attitude at various levels.

CONCLUSION

It is essential that the “one force concept/policy” be understood and applied in the correct context. The SANDF consists of different components (Regulars, Public Service Act Personnel, Auxiliary Service personnel and Reserves) which must be managed according to their roles, strengths, limitations, requirements and characteristics.

Just as different elements of the combat forces are prepared, employed and supported in accordance with their characteristics (to maximize their strengths and minimize their weaknesses – you don’t fight tanks with infantry), so should the different components of the SANDF be planned for and managed according to those same criteria.

Let us beware of misusing the “one-force” concept to bolster any specific argument or point of view and apply the acid test: “Are we considering the Reserves according to their inherent characteristics, strengths, limitations and requirements (which may be the same as or entirely different to those of the Regulars, depending on what is being considered) or are we glibly using the words without due consideration of the possible consequences of incorrect application?

The concept remains relevant and will enable South Africa to make the best use of available defence funding by maintaining a force in which the Regular component is optimally sized and equipped, and backed up by a Reserve component able to perform those tasks that do not require a full-time capability.

Good progress was made during the period 2005/2006 with Project Phoenix and the implementation of the One Force Policy in the SA Army. For the first time integrated planning took place between the Regulars and Reserves as envisaged in terms of the One Force Policy for the fulfilment of the 2007/2008 objectives.

12 Ibid.
13 Speech delivered in the National Assembly by Dr. Gerhard Koornhof, MP on the Budget Vote of the Department of Defence, Cape Town, 27 March 2007.
From as early as 1912 the South African military’s Reserve Force has played a significant role in the defence of South Africa that was later also extended to the SA Air Force (SAAF). In 2001 the Directorate Air Force Reserve (DAFR) was established. The Air Force Reserve (AFR) supports the SAAF’s vision of Air Power Excellence by providing combat ready air capabilities to the SANDF.

The AFR has initiated a concerted effort to rejuvenate and transform in an effort to meet the aims of Project PHOENIX. Transforming the AFR into a truly representative, rejuvenated, highly efficient and operationally ready force remains one of its fundamental challenges. The AFR component is an integral part of the SAAF in accordance with the “One Force” policy. The AFR was established with 1,466 posts, of which 235 are in the AFR squadrons and 1,231 in the conventional reserves.

AFR Squadrons (AFRS). The SA Army identified a requirement for a local air reconnaissance ability early in the 1960s, and the commando squadrons under the command of the Army were established to operate in their specific home areas. These squadrons were later transferred to the SA Air Force with an expanded operational responsibility and are an integral part of the SAAF. The members of the AFRS are professional people who come from all walks of life, but are focused on serving their country as volunteer aviators. Nine AFRS are allocated to airbases in seven provinces of the Republic of South Africa and each squadron has a specific task. Some of these tasks are carried out over weekends, as is most of the training. 104 and 111 Air Force Reserve Squadrons are based at AFB Waterkloof, and are utilized mainly for VIP/IP transport, in this role they often transport senior dignitaries on both internal and international flights. All the squadrons perform reconnaissance flights in their specific areas and as AFRS members they have a particular knowledge of their area of responsibility and are thus able to assist the South African Police Services in crime prevention exercises on a regular basis.

The role and function of 102 Air Force Reserve Squadron is to supply light air support and reconnaissance to the SAAF and Governmental Interest Groups in Limpopo Province. 102 Squadron consists of seven pilots and two non-flying members who handle finances, personnel and operations. Twelve aircraft are on strength, these range from a pressurized Piper Cheyenne Turboprop, Beechcraft Barons, Beechcraft Bonanzas, Cessna 210s to Cessna 182s. The twin props are normally utilized for transportation, while the single prop aircraft are mainly used for reconnaissance and support. The role and function of Air Force Reserves are redefined to keep up with changing flying reality, 102 Squadron has three helicopters at its disposal for use by the SA Air Force. Lieutenant Colonel Brink Schlesinger is the Officer Commanding 102 Squadron. This squadron has a proud heritage as over the past 10 years, in the annual assessments, it has achieved one of the top three places of the nine Air Force Reserve Squadrons. At least five compulsory weekend training camps are held annually where members practise their general, instrument and night flying skills under the watchful eyes of dedicated training officers, instructors and pilots. Recruitment. The AFR should ideally consist of qualified experts. Specific personnel requirements within the Air Force are being identified and targets set to recruit members for the AFR.
with the necessary skills, taking gender, demographic and geographic parameters into consideration. Many candidates with the required school qualifications have been identified and a vast number of applications to join the AFR have been received from members with no prior military experience. Sources available to recruit qualified professionals as AFR members include tertiary institutions, professional bodies, and employees of specialist groups such as airlines registered in South Africa, Denel Aviation, etc. AFR history was made last year with the appointment of the first Indian pilot in 105 Squadron and the first Coloured pilot in 104 Squadron. Representivity is being addressed and great efforts are constantly being made to recruit suitably qualified members for the squadrons.

Training. The AFR, as an integral part of the SAAF, is included in the SAAF developmental training programme and slots are being made available for AFR members to attend various in-house courses, eg:

- Basic Military Training for Non-Commissioned Officers (NCO) and Candidate Officers
- Officers and NCOs Formative Courses
- Senior Supervisors and Senior Personnel Clerk Courses
- Junior Command and Staff Courses (JCSC)
- Senior Management Programme
- Officer’s Orientation for Reserves
- Senior Command and Staff Programme

Challenges Experienced. However, the AFR is not progressing at a satisfactory rate due to the non-availability of adequate training opportunities for AFR members. This is resulting in AFR members stagnating at their current level at the time of joining the AFR, and this is having a detrimental effect on the morale of the AFR members.

- Formative Training. The non-availability of sufficient formative training courses for AFR members is severely restricting the acceptance of new members into the AFR, and is impacting negatively on the process of rejuvenation and transformation. The limited slots on the developmental courses, are not coping with the current training backlog of all the new applications or the members on the utilized and non-utilized databases.

- Functional Training. AFR members are not currently scheduled to attend functional training courses in the SAAF as these courses are being reserved for Reg F members. SAAF Reg F exitees with the required knowledge are being utilized as mentors for the younger members so that they can pass on their skills and expertise in an in-job training scenario.

Promotions and Appointments. Very few AFR members were promoted until circa 2006, when Director Air Force Reserve (DAFR) set up a database of all ranks that were either due, or overdue, and required developmental courses to qualify for promotion. Numerous members in the airman to corporal ranks have subsequently been promoted, but fewer in the higher non-commissioned officer ranks. In 2006 an officer selection board was held to appoint 29 candidates as officers whilst the Minister of Defence conferred commissioned ranks on 16 serving members.

Utilization. AFR members are utilized in most of the SAAF mustering. A number of AFR members are deployed to the Service Corps and Joint Operations. Approximately 30 members have been identified and appointed to permanent posts within the Regular Force (Reg F). Annual performance assessments have been completed for AFR members with an average overall achievement of 80% for the FY 2006/07.
Lt Col H. Roets, Lt Gen C. Gagiano and Maj T.C. Tolo standing in front of the SAAF Cessna. Lt Gen Carlo Gagiano made an official visit to the Swazi Defence Force. He made use of a Reserve Force Aircraft a Cessna Citation executive jet, 104 Squadron flew him from AFB Waterkloof to Manzini.

Member identified as potential Officers and are participating in the Military Skills Development Competition.

Lt Col B. Schlesinger Officer Commanding 102 SQN

Lt Col Steve Odendaal Reserve Force Pilot (Flight Commander of Propeller Aircraft and Civil Aviation Inspector). Showing a member of the public who is interested in a flying career.
The Reserve Force - as a repository of critical skills for the SANDF

For many years South African soldiers have been receiving and sending mail while doing military deployments across our boarders. Information technology (IT), telecommunications and power supply are also required both inside and outside our boarders during deployments or exercises – how does this happen?

Technical skills are essential requirements for Command and Management Information Systems (CMIS) and technical expertise is needed in IT, telecommunications and power supply. Advisors in these fields are also needed. Members can be recruited as defence reserve force personnel from the private sector and be made available to the SANDF through the reserve force. Any related technical skill and qualification in these fields can be utilized by the CMIS reserve force.

Specialist skills The Post Office Act states that the SANDF is the only organisation outside the post office which may provide a field postal service. Applicants trained by the post office can be utilised in this field. General management, financial management and logistics is also needed and any training and experience in these fields can be accommodated.

Training Experienced and qualified signallers can be utilised to train new members, write training manuals and training material.

Maintenance For the maintenance of IT, and telecoms systems, applicants will need a technical qualification or IT qualification in these fields. Applicants with experience with Telkom and Vodacom or in the cellular network environment can be utilised here. For maintenance of power supplies any experience in this and related fields can be used.

Security IT specialists are needed to ensure security is maintained for all systems and to ensure security breaches are addressed immediately and counter measures are in place. Training in IT and IT security is required.

PsyOps The Reserves can utilise professionals such as teachers, psychologists and other related professionals for this work as well as anyone who has had previous experience in this field.

Required qualifications To be considered for CMIS training in the Reserve Force the applicant must have mathematics and/or science or any IT qualification that is appropriate, especially in computer hardware and software applications and design. In other technical environments applicants must have a N3 to N6 qualification or any T qualification. An applicant with a BSc degree can be accommodated as well as those holding any electrical of IT engineering degree. Security degrees and diplomas in these fields can be utilised.

Colonel Lyn Nelson
The Inter-allied Confederation of Reserve Officers, commonly referred to by its French acronym CIOR, represents over 1.3 million reservists across 34 participating nations within and beyond NATO, making it the world’s largest military reserve officer organization.

Founded in 1948 by the reserve officer associations of Belgium, France and the Netherlands, CIOR is now a NATO-affiliated, non-political and non-profit umbrella organization of member nations’ national reserve officer associations.

Military Competition (MILCOMP): Over 250 athletes participate in CIOR’s military pentathlon each year. Established in 1957, it is an internationally recognized competition that is focused on military skills that truly challenge the leadership and physical robustness of reservists from across NATO and its partners.

The MilComp is a first class event within military competitions in NATO and challenges a wide range of military skills through seven different events, both physical and professional. The MilComp provides a unique opportunity for reservists to demonstrate their skills and abilities, while at the same time sharing an outstanding international exchange opportunity.

In addition, with the rebalancing of reserves and the reduction in their numbers in many member nations, this creates the opportunity for better cohesion and the development of leadership skills.

This is particularly significant since participation in MilComp has proven to be relevant and beneficial to military operations. As Major David van de Bunte of the Royal Netherlands Air Force recently attested, “During my four-month mission in Afghanistan and my six-month mission in Iraq, I thankfully used a range of military skills I learned during the CIOR MilComp. The MilComp had made me physically fit, and I learned to work together as a team in a demanding environment where international cooperation is critical for your own and others’ safety.”

The MilComp is presented by the member countries in NATO. The 2006 competition was held in Viterbo Italy and the 2007 competition will be presented over the period 27 Jul – 05 Aug 07 in Riga, Latvia.

Although not a member of NATO, South Africa has a standing invitation from the CIOR to participate in this competition. The last time that South Africa participated was in 2001. The South African CIOR in coordination with CSANDF has decided to once again participate in this competition. The task of putting together a potential team and to prepare such a team for participation has been allocated to the Arms of Service under chairmanship of the SA Army.

Requirements for Participation: Teams consist of three participating members and a fourth member as a reserve in case of injury. Teams can be male or female – this will be decided annually by the SANDF. The broad requirements for nomination to participate in the SANDF Military Skills Competition and possible selection for the International Competition are:

- Nominees must be bona fide officers.
- Nominees must be active, serving officers of the Reserve Force.
- Medically certified as G1K1.
- Must be nominated by his/her higher headquarters.
- Nominees must be formally trained and qualified on the R4/R5 rifle.
- Nominees must be able to swim at least 50 meters competitively.
- Nominees must adhere to at least the minimum requirements of the SA Army.
- Nominees can be a member of the SA Army, SA Air Force, SA Navy or the SA Military Health Services.

Events during the MilComp.

**Shooting Competition.** All participants compete in a military shooting competition using a rifle and pistol supplied by the host country.

**Military Orientation March Competition.** The team, using military means of orientation such as topographical maps, Silva compasses, etc, must pass through 8 to 15 checkpoints situated along a ±12km field, as quickly as possible (running).

**Utility Swimming Competition.** The team must swim over and under 4 obstacles in a 50m swimming pool (CISM standard), as quickly as possible.

**Land Obstacle Course.** The team must pass over 20 different obstacles on a 500m long track (CISM standard) as quickly as possible.

**Range Estimation.** The team has to estimate and record the distances to 5 objects placed at distances between 60m and 600m within 5 minutes.

**Map Reading.** A set of 5 targets at max distances of 3,000 meters are to be plotted on a map, utilizing a compass and manual range estimation methods.

**Hand-grenade Throwing.** Over a distance of 20m each member must throw 4 grenades at a particular target.

**Field First Aid.** Team members must have a good working knowledge of Buddy Aid/ Field First Aid.

Members can also be tested on subjects regarding Law of Armed Conflict.

CONCLUSION

More than ever, under the mounting threats to our collective security, there is a growing demand for the Reservist’s flexibility, qualifications, cost effectiveness and motivation. There is also an increasing requirement for integration with regular force members and for a heightened inter-operability with Allies. By continually adapting to the changing security environment, reserve forces will develop to be a force multiplier and to play an important role within the SANDF and beyond.

Should you as an officer of the Reserve Force be interested in participating in this exciting challenge kindly contact your unit officer commanding who will apply to the relevant Service.
MILITARY COMPETITIONS
THE ROLE OF THE DEFENCE RESERVE BOARD

Major General Roy Andersen, Chief of Defence Reserves

The Defence Reserve Board (DRB) is a non-statutory body in the South African National Defence Force (SANDF). It was established under the chairmanship of Chief Defence Reserves and comprises Reserve Force directors of the services and divisions who have been appointed by the service and divisional chiefs to address Reserve Force issues at the highest level.

The DRB meets monthly and has made an important contribution to progress in achieving a viable, transformed, revitalised and professional Reserve Force. Areas that are focussed on are:

- To consider and recommend all aspects of SANDF Reserve Force policy for approval by the Plenary Defence Staff Council (PDSC);
- To make proposals in respect of priorities and the allocation of resources to the Reserve Force in order to achieve the SANDF strategy; and
- To address critical SANDF corporate Reserve Force issues.

A primary area of focus of the DRB over the past five years has been to monitor the implementation of Project PHOENIX which is aimed at the transformation and revitalisation of the conventional reserves.

The DRB has also maintained oversight over the closure of commando units.

Other areas that have received attention include:

- Development of the Reserve Force strategy that was subsequently adopted by the PDSC;
- Defence Update 2006, which confirmed the role and structure of the Reserve Force;
- Compilation of draft legislation to ensure the effective call-up of reserves in times other than war;
- Establishment of an effective feeder system for new recruits and leaders;
- Development of General Regulations for the Reserve Force;
- Creation of the Reserve Officer Training Scheme (ROTS);
- Oversight of SHIELD, which promotes Reserve Force service to identified target audiences;
- Overview of Reserve Force Human Resource policies’ and
- Budget allocations of the Reserve Force.

The representatives of services and divisions that attend the DRB provide monthly progress reports on Project PHOENIX.

The Chairperson of the Reserve Force Council (RFC) is also invited to attend the DRB meetings and this provides a vital means of communication with the RFC.

The DRB provides a powerful structure within which to develop and monitor the implementation of Reserve Force strategy and policies that contribute to the dynamic development of the Reserve Force.
WHY SOUTH AFRICA NEEDS A RESERVE FORCE

Staff at the Defence Reserve Office

• THE RESERVE FORCE SYSTEM

Many countries around the world such as the United Kingdom, Germany and Canada have identified the need for a smaller Regular Force and a sufficiently large Reserve Force. A Reserve Force is both time and cost effective. Reserve Force members are always ready and relevant for any event, but will only be called up and used as and when they are needed.

• MILITARY SKILLS DEVELOPMENT SYSTEM (MSDS)

The new service system has been devised to assist society on the whole but especially the Department of Defence (DoD) and school leavers who will forge a partnership to the mutual benefit of each other and the country. Young people will seek reliable initial employment on which to base their future careers and the DoD will have a reliable feeder system to staff their Reserve Force units. Matriculants will sign a contract with the DoD in which they will undertake to fulfill a two year military service stint, after which they will be placed with a Reserve Force unit for a further 5 years part time military service while at the same time being employed in the private sector.

• PROFESSIONAL MILITARY DEVELOPMENT

During the first year of MSD Service, members will undergo Basic Military Training (BMT) and functional training at units as dictated by C Army Force Prep for each year.

During the second year of MSDS, the following will take place:

• Leader Group Training or
• Candidate Officer Training or
• Non-leader Group which will focus on utilization and deployment.

• WHAT IS MY RESPONSIBILITY AFTER THE INITIAL TWO YEARS?

After the members have served their two years initial service training, they will serve a further five years as a part-time soldier at a Reserve Force unit. (Serving 30 days a year). This could be in any of the services ie Army, Air Force, Navy or Military Health Services.

Exciting part-time soldiering can become a part of their lives, these members will have the opportunity to move up the rank structure of the DoD by qualifying themselves through attending various courses specially designed for the Reserve Force. They can, through hard work become senior non-commissioned officers eg warrant officers or even eventually be appointed as the officer commanding of a Reserve unit.

• HOW WILL SOUTH AFRICA AND THE SANDF BENEFIT?

Having well trained people is always economically beneficial, not only to the country but also to the individual. The new service system will enable young people to gain an acknowledged qualification and the Defence Force will have a substantial feeder system for the Reserve Forces.

As South Africa is currently not in a war situation, the SANDF’s primary function has become the blunt end or collateral utility function. Reserve members will be ready to react at a moments notice to assist in the event of natural disasters such as the floods in Mozambique or the fires in Mpumalanga as well as the Public Servants strike this year.
RESERVE FORCE, THE SANDF’S EXPANSION CAPABILITY
South African National Defence Force

Defence Reserves

Did you know
That women now have a
prominent role to play in the
South African National Defence
Force?

Did you know
That for the past thirteen years
Women have been able to qualify themselves for the
Highest rank in any Service or Corps!

Did you know
That as a South African citizen
You can serve in the South African
Reserve Force on a part-time basis!

Did you know
That this could be an exciting new
Lifestyle for you to enjoy and
At the same time support your country
In a very meaningful way!

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