The SANDF and Societal Development: Project KOBA-TLALA

by

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DECLARATION

I, Chrismar Smith, hereby declare that the entirety of the work contained therein is my own, original work, that I am the sole author thereof (unless to the extent explicitly otherwise stated), that reproduction and publication thereof by Stellenbosch University will not infringe any third party rights and that I have not previously in its entirety or in part submitted it for obtaining any qualification.

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ABSTRACT

The purpose of this research is to investigate the potential contribution of the Department of Defence (DOD), specifically the South African National Defence Force (SANDF) to the developmental agenda and other initiatives of Government. The study is exploratory in nature and the aim of the research is to explore if/how the SANDF can contribute to the developmental agenda of Government. The research is based on Project KOBA-TLALA as the case study that instructs the SANDF to introduce a footprint in rural and semi-rural areas to support the developmental agenda. The SANDF was to develop such a concept and operationalize it in the shortest period beyond its traditional primary conventional role and with specific reference to its secondary responsibilities. This DOD (SANDF) initiative supports other initiatives through the facilitation of high-impact priority projects to fulfil a need in society, change people's perception so that they view the SANDF as more than just providing defence and have a high success rate and value proposition.

The research focussed on determining how best the DOD, specifically the SANDF, can contribute to the developmental agenda without deviating from its core business. The study endeavoured to obtain opinions and understanding what a developmental state means for South Africa, whether the DOD (SANDF) has a role to play in the developmental agenda of government and how Project KOBA-TLALA can contribute to the developmental agenda of Government with specific focus to rural areas and other initiatives (military and non-military). The study emphasized the secondary tasks (non-military responsibilities) of the DOD (SANDF) and only solicitate the views of the military and the civil environment. The largest military contribution to the developmental agenda has been made by the SA Army, considering that the SA Army has been appointed the lead with Project KOBA-TLALA.

The significance of the study is captured in the contribution that the SANDF can make to the developmental agenda of government. The rationale for the research is to obtain a scientific baseline that could be used to inform decisions about the future role of the DOD (SANDF) in the developmental agenda of government and how the collateral utility can support the developmental agenda and other government imperatives and eventually national strategic goals. This will influence the approach to plan for collateral utility

application in the developmental agenda of government and how future Defence policies must be crafted and adapted.

Considering that the research was exploratory in nature and the involvement of the SANDF in societal development is still in its infant shoes, valuable research data was collected, collated, analysed and findings identified. It can be concluded that the SANDF and specifically Project KOBA-TLALA can act as the vehicle to position the contribution of the military in support of the national developmental agenda of Government.

Keyword search: Department of Defence, Developmental Agenda of Government, Project KOBA-TLALA, Societal Development, South African Army, South African National Defence Force.

OPSOMMING

Die doel van hierdie navorsing is om die potensiële bydrae van die Departement van Verdediging, spesifiek die Suid-Afrikaanse Nasionale Weermag (SANW), tot die ontwikkelingsagenda en ander inisiatiewe van die regering te ondersoek. Die studie is ondersoekend van aard en die doel van die navorsing is om te verken of/hoe die SANW kan bydra tot die ontwikkelingsagenda van die regering. Die navorsing is gebaseer op Projek KOBA-TLALA as die gevallestudie wat die SANW gelas het om 'n voetspoor in landelike en semi-landelike gebiede in werking te stel om die ontwikkelingsagenda te ondersteun. Die SANW is gelas om so 'n konsep te ontwikkel en dit in die kortste tydperk bekend te stel buite sy tradisionele primêre konvensionele rol en met spesifieke verwysing na sy sekondêre verantwoordelikhede. Hierdie SANW inisiatief ondersteun ander inisiatiewe deur die fasilitering van hoë-impak prioriteit projekte om 'n behoefte in die samelewing te vervul, het ten doel om die persepsie van die algemene man op straat aangaande die SANW as meer as net die verskaffing van verdediging te verander en sodoende 'n hoë sukses koers te bereik en waarde toevoeging by te dra.

Die navorsing fokus op die bepaling van hoe bes die Department van Verdediging, spesifiek die SANW, kan bydra tot die ontwikkelingsagenda sonder om af te wyk van hul kern werksaamheid. Die studie het ten doel om opinies te verkry en te verstaan wat 'n ontwikkelingsstaat vir Suid-Afrika beteken, het die Department van Verdediging (SANW) 'n rol om te speel in die ontwikkelingsagenda van die regering en hoe projek KOBA-TLALA kan bydra tot die ontwikkelingsagenda van die regering met spesifieke fokus op landelike gebiede en ander inisiatiewe (militêr en nie-militêr). Die studie beklemtoon die sekondêre take (nie-militêre verantwoordelikhede) van die Departement van Verdediging (SANW) en versoek die menings van die weermag en die burgerlike bestel. Die grootste militêre bydrae tot die ontwikkelingsagenda is gemaak deur die Suid Afrikaaanse Leër, met inagneming dat die Suid Afrikaanse Leër die voortou neem met Projek KOBA-TLALA.

Die betekenis van die studie is vasgevang in die bydrae wat die SANW kan maak tot die ontwikkelingsagenda van die regering. Die rasionaal vir die navorsing is om 'n wetenskaplike basislyn te bepaal wat gebruik kan word om besluite te neem oor die toekomstige rol van die Departement van Verdediging (SANW) in die ontwikkelingsagenda van die regering en hoe die kollaterale nut die ontwikkelingsagenda van die regering kan ondersteun en uiteindelik nasionale strategiese doelwitte kan bereik. Dit sal die

benadering vir die beplanning van die kollaterale nut binne die ontwikkelingsagenda van die regering beïnvloed asook bepaal hoe toekomstige verdedigingsbeleid ontwikkel en aangepas moet word.

Nieteenstaande dat die navorsing ondersoekend van aard was en die betrokkenheid van die SANW in maatskaplike ontwikkeling nog steeds in sy kleuter skoene is, is waardevolle navorsing data versamel, gerangskik, ontleed en bevindings geïdentifiseer. Die gevolgtrekking van die studie dui daarop dat die SANW en spesifiek Projek KOBA-TLALA kan optree as die voertuig om die bydrae van die militêr in ondersteuning van die nasionale ontwikkelingsagenda van die regering te posisioneer.

Sleutelwoord soek: Departement van Verdediging, Maatskaplike Ontwikkeling, Ontwikkelingsagenda van die Regering, Projek KOBA-TLALA, Suid-Afrikaanse Leër, Suid-Afrikaanse Nasionale Weermag.

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'The good things in life are hard to come by but the rewards are sweet'
Anon

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LIST OF ABREVIATIONS

A

AFASA	African Farmers Association of South Africa
AH	Agri-Hub Units or Agro-Hubs
ALPS	Army Literacy Patrol System
ANC	African National Congress
APP	Annual Performance Plan
ARTY	Artillery
AR	Annual Report
ASB	Army Support Base
ASUF	Agricultural Sector Unity Forum

B

Bde	Brigade
Bn	Battalion

C

CI	Counter-Intelligence
C Army	Chief of the SA Army
COA	Course of Action
C SANDF	Chief of the South African National Defence Force

D

DI	Defence Intelligence
DG	Director Generals
DPME	Department of Planning, Monitoring and Evaluation
DSD	Department Social Development

E

EC	Eastern Cape Province
ECB	Engineering Construction Battalion
Engr	Engineer

F

FESC	Faculty Ethics Screening Committee
FET	Further Education and Training
Fmn	Formation
FY	Financial Year

G

GOC	General Officer Commanding
GP	Gauteng Province

H

HQ	Headquarters

I

ICT	Information, Communication and Technology
IDS	International Directing Staff
Inf	Infantry
Int	Intelligence

J

JI²M	Joint Inter-departmental, Inter-Agency and Multinational
JMC	Joint Management Committee

K

KZN   KwaZulu-Natal Province

L

LT   Long-Term

M

MASDT   Mobile Agri-skills Development and Training
MC   Military Council
MCC   Military Command Council
MEMRI   Middle East Media Research Institute
MODMV   Minister of Defence and Military Veterans
MOOTW   Military Operations Other than War
MOU   Memorandum of Understanding
MSDS   Military Skills Development System
MT   Medium-Term
MTSF   Medium-Term Strategic Framework

N

NARYSEC   National Rural Youth Service Corps
NC   Northern Cape Province
NCO   Non-Commissioned Officers
NCS   National Civic Service
NDIC   National Defence Industry Council
NDP   National Development Plan
NDPW   National Department of Public Works
NERPO   National Emergent Red Meat Producers' Organisation
NGO   Non-Governmental Organisations
NGP   National Growth Path
NS   National Service

NSC	National Security Council
NT	National Treasury
NW	North West Province
NWU	North-West University
NYS	National Youth System

O

OOTW	Operations Other than War

P

PDSC	Plenary Defence Staff Council
PLA	People's Liberation Army
PMU	Project Management Unit
PSO	Peace Support Operations

R

RDLR	Rural Development and Land Reform
REB	Rural Electricity Board
READ	Rural, Environment and Agriculture Development
Reg	Regulars
Res	Reserves
R&D	Research and Development
RSA	Republic of South Africa

S

SA	South Africa/n
SAAF	South African Air Force
SADC	South African Development Community
SADF	South African Defence Force
SAFI	South African Forces Institute

SAI   South African Infantry

SAMHS   South African Military Health Services

SA Navy   South African Navy

SANDF   South African National Defence Force

SANWC   South African National War College

SAPS   South African Police Service

SASSETA   Security Sector Education and Training Authority

SecDef   Secretary of Defence

SCB   Singapore Construction Brigade

SDSP   Security and Defence Studies Programme

SETAS   Sector Education Training Authorities

SLA   Service Level Agreements

SMART   Specific, Measurable, Achievable, Relevant and Time bound

SOE   State Owned Enterprises

SONA   State of the Nation Address

SMME   Small-, Medium and Micro-Enterprises

SSB   Special Service Battalion

ST   Short-Term

STATS SA   Statistics South Africa

STEM   Science, Technology, Engineering, Mathematics

T

TD   Total Defence

U

UNECA   United Nations Economic Commission for Africa

UPDF   Ugandan People's Defence Force

US   United States

USA   United States of America

Y

YL	Young Lions
YLDP	Youth Leadership Development Programme
YSTP	Youth Service Training Programme

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CHAPTER 1

INTRODUCTION

1.1   Introduction and Problem in Context

The research investigated the potential contribution of the Department of Defence (DOD), specifically the South African National Defence Force (SANDF) to the developmental agenda and other priorities of Government and used the C SANDF Project KOBA-TLALA Case Study as a framework for the research. The National Development Plan (NDP), Vision 2030 provided the national framework for national departments in terms of the objectives of the NDP and this made provision for the "reduction of unemployment, poverty elimination and the reduction of inequality" (Republic of South Africa, 2018: Online). On 15 August 2012, Trevor Manuel, the then Minister in the Presidency: National Planning Commission in the Joint Sitting of both houses of Parliament, released the first NDP for South Africa (SA) (NDP, 2012: Online). He said the NDP was the result of the contributions and perspectives of the people of SA. This plan aimed at a better future for all where "no person lives in poverty, where no one goes hungry, where there is work for all, and a nation united in the vision of our Constitution" (NDP, 2012: Online). The outcome of the NDP was the result of many interactions with government departments, provinces, municipalities, state-owned enterprises and agencies (NDP, 2012: Online). This speech was the first of many that followed over the years that intends to provide specific guidelines and feedback on the progress made on the road to the NDP, Vision 2030 end state. The three broad messages communicated in this historic speech by Mr Manual referred to the feedback by the citizens of SA that highlighted the patriotism and love of the people for the country and their commitment to success, concerns expressed by the citizens that requires focused and strong leadership to address the problems that the country faces and their commitment to be part of the process to make SA a better place. Mr Manual said: "Our approach to tackling poverty and inequality is premised on faster and more inclusive economic growth, higher public and private investment, improving education and skills, greater use of technology, knowledge and innovation and better public services all leading to higher employment, rising incomes and falling inequality" (NDP, 2012: Online).

Mr Manual defined a developmental state as "one that is capable of intervening to correct historical inequalities and to create opportunities for more people. A capable state needs

to be professional, competent and responsive to the needs of all citizens" (NDP, 2012: Online). The requirement for success was emphasized with the 'alignment of plans inside and outside government to support the broad strategic plan of government' (NDP, 2012: Online). The responsibilities and action to mobilise such action will be experienced in the civil society, business, labour and eventually the citizens of the country (NDP, 2012: Online). The objectives of the security policy of government identified at national level require an embodiment of the "consolidation of democracy, the achievement of social justice, economic development and a safe environment, the reduction in the level of crime, violence and political instability. Stability and development are mutually reinforcing" (Defence Review Committee, 2015: Online).

Cabinet approved the Medium-Term Strategic Framework (MTSF), 2014-2019 on 23 July 2014, which intended to provide the basic framework and mechanism for all government departments and their planning instruments to support the NDP, Vision 2030. The MTSF provided fourteen MTSF outcomes that were supported by performance information indicators and targets. These MTSF outcomes were coupled with activities and performance indicators to achieve specific outcomes. In this regard, the DOD's (SANDF) contribution and activities were linked to the MTSF outcomes and performance targets (Republic of South Africa, 2018: Online).

The Government published the National Growth Path (NGP) framework that aimed at enhancing 'economic growth, job creation and equity' (Republic of South Africa, 2018: Online). It foresaw that the DOD would support the NGP through DOD internships to participate in experiential training, supporting the Department of Agriculture Rural Development and Land Reform (RDLR) and in the Youth Leadership Development Programme (YLDP) by providing the logistical support and using the inherent SANDF capabilities on a cost recovery basis. The Defence Industry would be used as a vehicle to create job opportunities through the National Defence Industry Council (NDIC) (, Republic of South Africa2018: Online). The DOD commenced with logistical support to the Department of Social Development (DSD) in financial year (FY) 2015/16 to host youth camps in support of youth development.

The Mandate Paper was developed by the Department of Planning, Monitoring and Evaluation (DPME) with the intention to provide a strategic framework that will be used for

decision-making and to determine budget priorities to advance the outputs of the NDP, Vision 2030. This all was done to ensure that there is alignment between the South African Budget, the MTSF 2014-2019 and the NDP, Vision 2030. The broad prioritisation criteria for budget proposals for Financial Year (FY) 2018/19 with the defence contribution in support of such initiatives includes job creation and small business development, youth development, maintenance of existing and real infrastructure, land reform and agricultural development, social security, education and skills, the identification of an integrated plan to fight crime and regional integration and development (Republic of South Africa, 2018: Online).

The Minister of Defence and Military Veterans (MODMV), Ms Nosiviwe Mapisa-Nqakula commented in the foreword of the 2018 DOD Annual Performance Plan (APP) that the organisation takes note of the National Policy Imperatives which includes the NDP, Vision 2030, the MTSF 2014-2019 outcomes of government, Nine-Point Intervention Plan and the South African Defence Review 2015. The MODMV also made reference to the requirement for collaboration between government departments in Operation PHAKISA[1] and Project KOBA-TLALA[2] that will contribute to the development of "vibrant, equitable, sustainable rural community contribution towards food security in the Republic of South Africa (RSA)", and this all through the use of the DOD to ensure that the NDP is supported and resourced through the DOD mandate (Republic of South Africa, 2018: Online). The MODMV and the Premier of the North West Province signed a memorandum of understanding (MOU) in August 2015 whereby a pilot phase of Project KOBA-TLALA in terms of rural development was launched in the Province in FY 2016/17. The Minister made the following statement: "I have approved a concept whereby the SANDF will use its footprint in rural and semi-rural areas to create viable and sustainable local economies" (Majombozi, 2018, DOD PowerPoint Presentation, slide 5).

The Secretary of Defence of the DOD supports the NDP, Vision 2030 as well as the MTSF 2014-2019 and the NGP. National Security and Defence remains central to the peaceful existence of the people of SA and the South African Defence Review 2015 deliverables of

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[1] Operation PHAKISA is a Sesotho indigenous language word that means '*hurry up*' and focuses on unlocking the economic potential of the South African Oceans.

[2] Project KOBA-TLALA is a national developmental project, which means '*Chase away the hunger*' in the Tswana indigenous language.

four strategic defence goals and thirteen strategic defence tasks acts as the framework to achieve the end state (The Defence Review Committee, 2012: Online). The SANDF is set on the achievement of its footprint in the rural areas with the intention to stimulate local procurement and thus be able to indirectly contribute to the reduction of unemployment and poverty. The development of skills amongst the youth through support to the National Rural Youth Service Corps (NARYSEC) will endeavour to inculcate a culture of discipline, patriotism, community service and build technical and vocational skills (Republic of South Africa, 2018: Online). The roll out of Project KOBA-TLALA aims at implementing a sustainable rural economy to ensure food security in SA (Republic of South Africa, 2018: Online).

C SANDF Project KOBA-TLALA "supports government and is committed to construct a democratic developmental state capable of addressing national challenges including economic growth, unemployment, inequality, safety and security, education and poverty. The inherent potential of the Defence Force is to support national development, and this can be realised automatically as a direct result of its normal activities without detriment to its primary functions. Defence will not necessarily structure for its contribution to the developmental agenda but will use the inherent collateral utility" (Majombozi, 2018, DOD PowerPoint Presentation, slide 4). C SANDF instructed Chief of the SA Army (C Army) to investigate the potential contribution of the SANDF to the developmental agenda of Government. Project KOBA-TLALA was approved in August 2017. This instruction of C SANDF tasked the SA Army to consider this guideline as part of the Strategic Management Process (SMP) of the SA Army for the Short-Term (ST) and Medium-Term (MT) that covers the period up until FY 2022/23. Some of the outcomes of the SMP realised in the guidelines issued by C Army in his Command Brief being amongst other that the Reserve (Res) System must be "South Africanised" and aligned with the Rural Developmental initiative (Project KOBA-TLALA) and that the SA Army Regular and Res Units must become involved in their communities.

The involvement of the DOD in this project remains a daunting and challenging task. The reform of the economic environment through Defence initiatives remains a grey area for execution purposes that requires research and clarification in terms of policy decisions and the interpretation of such policy to initiate a proper strategy for implementation purposes.

1.2   Aim of Study

The research aims to explore if/how the SANDF can contribute to the developmental agenda of Government.

1.3   Problem Statement

There is a requirement to create viable and sustainable economies within SA. The MODMV and C SANDF agreed that the SANDF would be identified to introduce such a footprint in rural and semi-rural areas to support the developmental agenda of Government. The SANDF was instructed to develop such a concept and operationalize it in the shortest period beyond its traditional primary conventional role and with specific reference to its secondary responsibilities. This DOD (SANDF) initiative will support other initiatives through the facilitation of high-impact priority projects to fulfil a need in society; change people's perception so that they view the SANDF as more than just providing defence; and have a high success rate and value proposition.

The problem statement of this research paper is as follows: *Will the SANDF be able to contribute to societal development through Project KOBA-TLALA.*

1.4   Research Question and other Aspects

How best can the DOD, specifically the SANDF, contribute to the developmental agenda of Government without deviating from its core business?

Other aspects to be addressed will included the following:

- What is a developmental state?
- Does the DOD (SANDF) have a role to play in the developmental agenda of Government?
- How can Project KOBA-TLALA contribute to the developmental agenda of Government with specific focus to rural and semi-rural areas and other initiatives (military and non-military)?

1.5   Research Objectives

The following objectives are identified that will guide the research:

- Research Objective 1: To define a developmental state and the role of Defence/Military in a developmental state.
- Research Objective 2: To determine the broader role of Defence (SANDF) to address the developmental agenda.
- Research Objective 3: To determine how Project KOBA-TLALA can contribute to the developmental agenda and other initiatives of government.

1.6   Significance of the Study

The significance of this study is captured in the contribution that the SANDF can make to the developmental agenda of government. The rationale for the research is to obtain a scientific baseline that could be used to inform decisions about the future role of the DOD (SANDF) in the developmental agenda of government and how the collateral utility can support the developmental agenda and other government imperatives and eventually national strategic goals. This will influence the approach to plan for collateral utility application in the developmental agenda of government and how future Defence policies must be crafted and adapted. The focus is on non-military tasks that produce results and have a direct relevance to national development.

Studies have been done in the field of how militaries can contribute to development within a developmental state. A gap exists in terms of how the SANDF can contribute to the developmental agenda of the South African Government beyond its traditional primary conventional role and with specific reference to its secondary responsibilities as part of the broader role of Defence in a developmental state. The focus of the study was on 'what the Defence Force is for'. The relevance of the study was to identify how the Defence can be more productive in times of peace in order to be more beneficial to society at large and subsequently identify the expectations of the nation for Defence. The involvement of the SANDF in support to the people of South Africa will enhance the image of Defence and contribute to nation building.

1.7 Problems and Limitations of the Study

The primary limitation of this study has been time because the structure of the Security and Defence Studies Programme (SDSP) will dictate the pace and the research progress that would have been achieved. The success of the outcome of the research will be determined by the access to senior personnel in the DOD, Defence Secretariat and other Government departments that have specialist knowledge and futuristic ideas and opinions on the contribution that the DOD (SANDF) can make to the developmental agenda and other initiatives of government. The scope of this research initiative is greater than can be imagined and thus it is not foreseen that a specific and focused answer can be identified within one year to solve this research problem. It will require a greater emphasis and involvement of the 'whole of society and government' to find a sustainable solution to the national development challenges in South Africa. These discussions will have to be introduced and enforced at the highest possible levels of government and the Defence will be but a small strut in the national development wheel that must contribute to greater effectiveness and efficiency.

The focus of the study will largely emphasize the secondary tasks (military and non-military responsibilities) of the DOD (SANDF) and will only solicitate the views of the military and the civil environment. The largest military contribution to the developmental agenda of Government to date has been made by the SA Army, considering that the SA Army has been appointed the lead with Project KOBA-TLALA. No responses were solicitated from the other Arms of Service other than the SA Army or the community at large.

1.8 Proposed Chapters for the Research

The proposed chapters of the research report will address the following:

Chapter 1: Introduction and Problem in Context: The intention with this chapter is to contextualise the problem, the significance of the study, sharing the research question and objectives to guide the study and emphasize the potential contribution of the SANDF to the body of existing literature in the discipline of development.

Chapter 2: Literature Review: The chapter primarily focusses on defining a developmental state and the role of the Defence Force in National Development.

Chapter 3: South Africa's Policy regarding the DODMV's Role in Development: The chapter aims at discussing and expounding on policy promulgated that identifies the requirements and role of the DODMV in a developmental state and determining the broader role of Defence (SANDF) to address the developmental agenda of Government.

Chapter 4: Research Methodology: This chapter focusses on the ideal research and sample design for the research; explain the procedure for data analysis and the research instruments that were used; and refers to the ethical considerations that had to be considered.

Chapter 5: Data Collection and Analysis: This chapter provides feedback on the collected data based on the research design and an analysis of the available data.

Chapter 6: Conclusions, Limitations and Recommendations

References

1.9   Summary

The contribution of Defence in terms of its inherent capabilities and how it can contribute to the achievement of national strategic goals resonates in the value proposition and what it holds for the citizens of South Africa. Notwithstanding the fact that the primary focus of national security and the Defence remains the protection of the territorial integrity and sovereignty of the nation-state, there is a broader perspective of Defence (SANDF) within a developmental state. Here is a definite change in focus from the traditional conventional role to a requirement to invest in the upliftment of the people of South Africa with the emphasis on socio-economic upliftment. This effort is centred in the contribution to the national developmental agenda of government. It appears that some academia is of the opinion that the solution is vested in the establishment of a democratic developmental state in South Africa. Investment in rural development is one of the areas that will contribute to alleviating poverty, inequality and unemployment. The prerequisite for

sustainable development is determined by building capabilities, especially human capability with emphasis on skills development and even further education. Effective leadership and decision-making, and taking appropriate action for the implementation of developmental plans are critical success factors. The following chapter will explore the literature on defining a developmental state and the role of the Defence Force in national development.

CHAPTER 2
LITERATURE REVIEW

2.1   Introduction

The previous chapter identified the background against which the DOD, specifically the SANDF will be required to contribute to the NDP, Vision 2030. The potential contribution of the SANDF must be delivered within a developmental state as part of the developmental agenda of Government. The previous chapter also expounded upon the significance of the research and how the contribution of the SANDF must be beyond its traditional primary conventional role, and with specific reference to its secondary responsibilities as part of the broader role of Defence in a developmental state. The literature review as reflected in this chapter will primarily focus on defining a developmental state, the role of the Defence Force in national development, the contribution of militaries in societal development and the role of the Union Defence Force in development in South Africa.

2.2   Defining the Developmental State

2.2.1   *Evolution of the Developmental State*

Caldentey (2008: 28) refers to a developmental state as "a state that intervenes and guides the direction and pace of economic development". The author refers to the leadership role that the developmental state played in the promotion of industrialisation in Japan and East Asia after the Second World War. The design of the developmental state was dependent on the 'alliance between politics and the economy' in order to establish a system to coordinate the efforts implemented for development. A similar type of model was followed in Latin America to promote industrialisation from the end of the Second World War to the beginning of the 1960s. The state intervened in "fiscal, exchange rate, monetary, and sectoral policies to promote the industrialisation of Latin America" (Caldentey, 2008: 27). The developmental state effort included the engagement of the economic policies to 'coordinate industrial rationalisation, counteract deflationary regulations and negotiate the price and conditions to import technology'. This allowed the governments to control imports to protect the domestic industry. In the 1960s and 1970s, the developmental guidance in Japan focused on the 'creation of export industries,

production of consumer durables and creation of technologically consumer products'. In South Korea the development of economic plans centred on the 'perfecting of the state instruments and on self-reliance' and the development of the rural economy (Caldentey, 2008: 28-29).

Interventions by government focused on the 'building of infrastructure such as transport roads and railways; the protection of export sectors and specific products and industries; the spread of colonisation; and the promotion of skilled labour immigration' with the government developmental policies that included issues such as 'import and export taxes, tariff exemptions, subsidies, subsidized immigration, and cheap credit' (Caldentey, 2008: 38). After the Great Depression, mostly in the 1930s until the 1960s, the following stage focused on import substitution where "state-led industrialisation," was the order of the day promoting growth through domestic industrialisation (Caldentey, 2008: 41). Caldentey cites Lewis (1954), and Rosenstein-Rodn (1943), who refers to the accumulation of capital that would lead to development through the 'absorption of the excess labour in the more productive sectors and thus raising productivity'.

Evans in Edigheji (2010: 41-45) refers to how modern development theory evolved since the mid-20th century. There are three streams relevant in current development theory and specifically to assist with the constructing of the 21st century developmental state:

- The new growth theory which focused attention on the "role of ideas and human capital as key to growth" and the "contemporary evolution of the structure of employment" (Edigheji, 2010: 41). Manufacturing and agriculture remain key factors in any developing economy although not the driving factor as the source of the employment. The requirement for the delivery of services forces the developmental state to focus the attention on the people and the skill set they possess rather than on machines and their owners.

- Institutional approaches to development are complementary of the new growth theory and are futuristically inclined in terms of economic action. Institutional theorists are of the opinion that dispossession is damaging for growth from a historical point of view. The question would be how the institutional arrangements

would be able to position societies to build organisations and the required networks to achieve new skills, knowledge and ideas.

- The capability theory approach to development has a resemblance to the institutional approach theory which indicates that development is about "improvements in well-being". Such development strategies must be obtained from "democratically organised public deliberation" (Edigheji, 2010: 43). Public deliberation forces the political institutions and the civil society to identify goals that will be complimentary to development. Capability development is central to economic growth.

Burger (2014: Online) argues in his article that the 2012 NDP envisages a 'capable and developmental state'. He refers to the East Asian states as the ideal models of development to act as framework for South Africa (SA) to imitate. The author is of the opinion that a developmental state for SA is not achievable considering the South African economy, state and society. He argues that the concept of a social investment state would be more applicable as an alternative with the emphasis on human development for skills development and qualifying for better employment. Burger argues because of the high economic growth experienced in "Japan over the period 1950s–1980s, South Korea in the period 1960s-1990s, China since the 1980s and Brazil since 2000", (Burger, 2014: Online) they all qualified as developmental states. Burger refers to a developmental state as "a state where government plays a large, active and significant role in the economy in support of selected, mostly private-sector industries" (Burger, 2014: Online).

Johnson (1999: 32) refers to the key elements (as depicted below) and requirements of a developmental state that is delineated as the experience of the economies of East Asia, being the Japanese state as the concept of the developmental state and model for East Asian economies (Evans: 571-576, 1989; Baissac, 2009: Online Pekkanen, 2004:364):

- "a singular focus on economic growth as the prime directive of the economy and society indeed, growth provides the legitimacy of the system;
- a state-led industrial policy with the government actively supporting selected industries;
- a professional bureaucracy that is highly capable and well connected to industry;

- labour market and an education system that are subject to the singular focus on growth;
- an authoritarian regime intent on maintaining stability so as not to undermine economic growth;
- the establishment of a very high saving rate that can be used for investment and capital deepening; and
- an export-led growth model" (Burger, 2014: Online).

2.2.2   *Constructing a Developmental State in South Africa*

In order to comprehend the role of a democratic developmental state for SA, the departure point must be the communication of some definitions that will position the concept of a developmental state. De Wee (2016:488) states that developmental states are concepts used to bring meaning to macro-economic policies that support 'growth, development and industrialisation by government'. In the 1980s, Johnson (in Öniş, 1991:111) was the first to conceptualise the concept of a developmental state as "… a state that is focused on economic development and takes necessary policy measures to accomplish that objective".

Mkandawire (2001:291) defines a developmental state as "… a state whose ideological underpinnings are developmental and one that seriously attempts to deploy its administrative and political resources to the task of economic development". The United Nations Economic Commission for Africa (UNECA) defines the developmental state as "… a state that puts economic development as top priority of government policy and is able to design effective instruments to promote such a goal" (UNECA, 2011: 95). Castells (1992: 56-57) defines the developmental state as "... a state is developmental when it establishes as its principle of legitimacy its ability to promote and sustain development, understanding by development the combination of steady high rates of growth and structural change in the productive system, both domestically and in its relationship to the international economy … thus ultimately for the developmental state, economic development is not a goal but a means". It can be deduced that a developmental state "possesses sufficient developmental structures (that is, effective and efficient state capacity-regulatory, administrative, extractive and technical)" which is used to execute the developmental roles based on local and international stakeholder interaction (Brautigam, 1996; Routley, 2012).

Chang (2010: 82) defines a developmental state as "one that derives political legitimacy from its record in economic development, which it tries to achieve mainly by means of selective industrial policy". He is of the opinion that the definition can be broadened to mean that a developmental state 'intervenes' for the promotion of economic development.

Murakami (1992, xxiii) defines developmentalism as a "state that aims to achieve industrialism through active industrial policy, while simultaneously implementing policies to redistribute income (intended to minimise unequal distribution resulting from industrialisation) to promote education and to achieve other social and political goals". The developmental state must follow an interventionist strategy to address the national developmental process. The intention is to translate the national policies into developmental programmes and there should be an investment in capability expansion to achieve social transformation i.e. poverty and high levels of unemployment reduction (Edigheji, 2010: 11). Edigheji (2010: 14) refers to a developmental state as…"a state that could act authoritatively, credibly, legitimately and in a binding manner to formulate and implement its policies and programmes" that favours a 'developmentalist ideology that privileges industrialisation, economic growth and expansion of human capabilities'. The state must be able to 'construct and deploy the institutional architecture within the state and mobilise society towards the realisation of its developmentalist project'.

Edigheji (2010: 1) argues against the backdrop of the ruling party, the African National Congress (ANC) and government that growing the economy and addressing the developmental challenges will only be affected through a developmental state that is socially inclusive. This must focus on addressing a growing economy, high levels of poverty, inequality and unemployment. A high priority remained the formulation of the leadership role in a development state to define the national agenda and implementing the developmental agenda. The counterargument to the constructing of a developmental state is the doubt that exists if a developmental state in SA does have a place in the society and whether democracy and development is compatible. There is a common belief that it would be impossible for the state to promote economic growth and address the social issues of inequality, poverty and unemployment. The developmental state is dependent on its constitutional architecture (internal constitutional makeup and relations with non-state actors) which determines its policy orientation. Both South Korea and Singapore have good institutional arrangements and governance systems that determine their state

capacity to be a developmental state. There are countries that have weak institutional arrangements and poor relations with non-state actors such as Kenya, Mexico and Nigeria and thus display a poor outcome in terms of economic and social progress.

De Wee (2016:489) refers to the factors that contribute to the shaping of a developmental state being "ideology, the bureaucratic competency, the interaction between the bureaucracy and the political class, the management of the interaction between the government and civil society, the relationship between democracy and development, and the credibility and the legitimacy of the state to manage the relationship between itself, as well as amongst non-state actors in pursuit of its developmental goals".

2.2.3 *Key Features of a Developmental State*

Strategic Orientation

Mkandawire (2001:289-290) argues that a developmental state has two components, being the ideological and structural components that distinguishes it from other states. The ideological component has a developmentalist character that considers the 'economic development, the rates of accumulation and industrialisation'. The structure component infers that the state possesses the capacity to bring the economic policies effectively and efficiently to fruition. Netshitenzhe (2015:555) argues that the state should develop a 'strategic orientation for development, premised on the political will for the leadership to stake there all on a developmental project'.

Evans, in Edigheji (2010: 13-16) argues that capability expansion is the main driver for economic growth and there must be consideration for institutions that enhance capability. This in effect means that there must be efficient provision of collective goods i.e. public goods being health, education, infrastructure and social welfare that in effect leads to the well-being of society. Evans identifies the history of 'dispossession' in SA, which left the African population without land to sustain themselves for production purposes, as one of the main dilemmas of SA. This affected the workers in terms of the access to public services i.e. education, health and social security. Evans, in Edigheji (2010: 13) is of the opinion that the development of the human capability is the foundation for sustainable economic growth in the 21ˢᵗ century. He argues that equitable growth is the result of

economic growth combined with equitable distribution of income and wealth together with an egalitarianism approach. This will allow parts of society to share in the growth benefits. Evans is of the opinion that the building of the institutional mechanism will determine the success with the achievement of the developmental goals of human capability expansion and produce developmental success. The emphasis will be on "what the South African state does – rather than proclamation by policy makers" that will determine success (Edigheji, 2010: 16).

Coordination

Netshitenzhe (2015:558) argues that a developmental state must have legitimacy and be able to mobilise society to strive towards a vision and the achievement of developmental objectives; this is defined as 'ideational leadership or hegemony'. Naseemullah and Arnold (2015:125) refer to "... the developmental state concept is a deeply political one, involving managing diverse interests and conflict over the distribution of resources between actors in the course of rapid industrialisation". It is argued that these diverse interests must be managed because it can empower or undermine the state's ability to achieve the developmental goals. The author believes that SA is not living up to the leadership and coordination roles that it is required to portray.

Technical Capacity

A developmental state must possess the technical capacity to achieve the developmental objectives of the state. Netshitenzhe (2015:492) argues that one of the attributes that a state must possess is "a central institution with strategic capacities leverages and authority to drive economic development policy and ensure its implementation". Naseemullah and Arnold (2014:125) emphasizes one of the many weaknesses in the current SA state being the numerous centres from which the economy is driven, amongst other the departments of Economic Development, Trade and Industry, National Treasury and Public Enterprises.

2.2.4   *Academic Arguments for the Creation of a Developmental State*

Some of the important academic contributions to support the notion of constructing a democratic developmental state in SA are taken up in the academic work of Edigheji (2010) in the book *Constructing a Democratic Developmental State in South Africa:*

Potentials and Challenges. This reference of scholars examines how SA could approach building a democratic developmental state which could be the possible solution to the country's social, economic and institutional challenges.

Creamer, in Edigheji (2010: 24) argues that the developmental challenges that face SA are vested in unemployment and social exclusion. He argues similarly to Evans that the democratic developmental state in SA has the responsibility to "transform the opportunity structures and widening the access to basic services and physical infrastructure". It is the opinion that fiscal resources must be used to address and correct the structural weaknesses in the economy of the country. This will establish the opportunity for participation in the economic processes on a broad base. Over the longer term, "effective and sustainable social and infrastructural programmes" are required to ensure the relegation of the participation in the economy of SA is addressed. The greatest risk is the inability of the administrative capacity of the South African state to proceed with such programmes effectively (Creamer, 2010:219).

Mkandawire, in Edigheji (2010: 17-18) argues that SA must muster resources and invest in the promotion of an industrialisation strategy. He argues that there is a growing need to 'reverse deindustrialisation' over the past decades which will have to focus more on 'import substitution and export promotion' (Mkandawire, 2010: 68). The state has a responsibility to persuade the key stakeholders to support the developmental agenda of Government and use the infrastructural powers of the state to achieve the objectives and goals (Mkandawire, 2010: 18). Mann (1993) defines infrastructural powers as the 'capacity of the state to actually penetrate civil society and to implement logistically political decisions throughout the realm'. Mkandawire (2010) argues that the establishment of a developmental state must happen through a process of "trial and error" and that government must draw lessons from experiences of other developmental states to ensure effective implementation (Mkandawire, 2010: 18). It is argued that African democratic governments must employ public resources more efficiently than was done by authoritarian governments (Mkandawire, 2010: 66). There is a view that democracy is neglected in the literature on developmental states but also the understanding of 'social policy and social development'. Social well-being is a determinant in the transformative role of the policy on development. The social policy plays a very important role in the 'reproduction and production of human capital' (Mkandawire, 2010: 70-71). The objective

to be achieved in a developmental state is not the lowering of wages but rather a focus on the increase in labour productivity. This all can be achieved through social investment and social policies (Mkandawire, 2010: 73). Mkandawire (2010: 72) argues that Africa, largely consists of rural areas and remains the major producers of products. The countryside is only of value for economic purposes without making the necessary investment for developmental purposes. It is believed that the main drive for transformation should be the agrarian sector to enable agriculture and industrialisation development.

Chang, in Edigheji (2010: 24), argues that there is no single formula to construct a developmental state. The construction of a developmental state is dependent on the "historical, political, economical, ideological and institutional setting" (Edigheji, 2010: 19). He is of the opinion that government intervention is critical for success. Chang (2010: 85) refers to the United States (US) as being a proponent of the developmentalist theory, supporting the 'argument of industry'. The US made huge investments in 'infrastructure, higher education and research and development (R&D) targeting the "Pacific Railways, the Midwestern canals and agricultural research". The US had a strong 'developmental network state' which was directly the opposite of the 'developmental bureaucratic state' of East Asia with the intention to translate research in technology into commercial use. This was achieved through cooperation and interaction between people with technological expertise that were employed through 'state agencies, industries, universities and other research agencies' (Chang, 2010: 85). There is also a belief that you require people of high quality to deliver on high performance in a developmental state, thus meaning a 'high quality economic bureaucracy'. On the contrary, the experiences in the developmental states in the East Asian model indicated that this approach could be wrong especially in the light that the training of many government officials in developing states were of a poor standard (Chang, 2010: 92). In order to 'do' a developmental state requires competence of a more 'generalist' rather than an 'economist' nature. Specialist knowledge is not a prerequisite because it can be acquired through consultation with specialists, experts and developing through 'learning by doing'. It is suggested that people with high calibre should be recruited rather than specialists in economics (Chang, 2010: 93).

Burger (2014: Online) refers to Chang who shares further understanding of the definition of the developmental state to include "the procorporate developmental states of the East Asian model but also the "left-wing Scandinavian developmentalist welfare state". The

value of the contribution of the East Asian development state is captured in the achievement of high economic growth, whereas the value of the Scandinavian developmentalist state is dependent on its social equity objectives through the application of 'welfare policies and active government intervention'. In the study by the World Bank (1993) on the 'East Asian miracle' there is a concession that the "deliberate and highly interventionist policies by the state" will result in 'high resource mobilisation and accumulation' (Mkandawire, 2010: 66).

2.2.5   Types of States

Bernard and Boucher (2007:213-219) does not refer to the term 'developmental state' but rather focus on the human development and the Scandinavian model which is coined the 'trilemma' that governments must address to keep inequality under control, maximise economic growth, and ensure fiscal restraint in other words the maintenance of fiscal sustainability. Reference is made to the following three types of states to address this 'trilemma' (Burger, 2014: Online):

- The Anglo-Saxon liberal state requires the responsibility to take care of dependents, education, training and life-long learning, as well as the maintenance and restoration of health that is provided by private investments by individuals. These governments tolerate inequality and spend less on social goods and the requirement to raise taxes is also less. Fiscal sustainability is not a requirement and growth is dependent on the market.

- The second type of state is coined the Social investment state and contrary to the liberal state, is responsible for the care of dependents, education, training and life-long learning, as well as the maintenance and restoration of health (Bernard & Boucher, 2007: 4) where the government spends more to provide that which is unaffordable to the poor, thus addressing the inequality that exists. The focus is on the improvement of productivity and international competitiveness through the investment in education, health and exploiting the available time to work. In effect, economic growth is achieved, allowing individuals to reach higher levels of income and contribute to the tax base to finance social investment. The requirement of fiscal sustainability is negated (Burger, 2014: Online).

- The third type of state is coined the Transfer welfare state that requires "social transfers such as old-age pensions, generous unemployment compensation (particularly for the long-term unemployed) and early-retirement compensation" (Bernard & Boucher, 2007: 4). It is argued that inequality can be reduced significantly in a transfer welfare state; the nature of the expenditure being mainly transfers will not improve the productivity or competitiveness in the international arena. Transfer states will experience more pressure than the liberal or the social investment states when high expenditures and limited tax bases are evident (Burger, 2014: Online).

The relevance of the three types of states is reflected in relation to human development and the requirement to establish a sustainable developmental state. This application is addressing the prevalence of unemployment, stimulating economic growth and ensuring that fiscal contributions in the state can be curtailed but still lead to higher productivity. Neither the Anglo-Saxon nor the Social investment state can be justified, the reason being that the private investments in SA are limited and although government does provide more to address unaffordability for the poor, the state of the economy does not facilitate increased productivity. The only acceptable norm in the eyes of society is free social grants and social transfer of money to address the unemployment problem. Unfortunately, the inequality, unemployment and poverty will not be expunged in this fashion; on the contrary, it will worsen.

2.2.6 Requirement for Institutional Reform

Butler, in Edigheji (2010: 23) argues that SA cannot become a developmental state merely because of the shortfalls in the institutional and socio-economic makeup and the resources constraints. He refers to 'pockets of efficiency' and the requirement for the maintenance and expansion thereof. Butler also argues for the expansion of the human capability but with emphasis on investment in health and education. A developmental state is dependent on policy decisions and orientation, and its institutional arrangements. This must manifest in the development of the institutional infrastructure that will be effective in addressing developmental policies. Butler also believes that the construction of a developmental state will face a trial and error period and that policy makers should not "use the excuse of constructing a developmental state to avoid making difficult policy decisions" (Butler, 2010: 23).

2.2.7 *Intermediate Skills Development*

Akoojee, in Edigheji (2010: 25-26) addresses skills development as the basis for capability enhancement and industrialisation that leads to national prosperity. The focus of the study is the role SA as a state contributed to skills development with emphasis on further education. The analysis of the education and health sectors indicates that SA does not yet meet the standard of a developmental state. The argument is that for a state to be developmental, it must possess a developmentalist ideology and must create institutions that will formulate and implement policies to arrive at the developmental agenda of Government.

Akoojee argues that Further Education and Training (FET) Colleges will be responsible for the delivery of skills. The state has a responsibility to provide development at national and individual level (Akoojee, 2010:262). The acquisition of skills is beneficial to the country's development but also for the development of the citizens to possess the required skills for survival. The national development challenge is influenced by the reality of unemployment and severe poverty and inequality.

Statistics South Africa (STATS SA) 2009 referred to the high levels of unemployment in SA which in the narrow definition was as high as 24.5% ('excludes the discouraged and seeking work') in comparison with the broader definition that indicates that the actual level of unemployment was likely to be 35.5%. In 2015, the statistics showed that more than half of the citizens were poor with the poverty percentages that increased to 55.5% which translated to over 30,4 million South Africans living in poverty (Stats SA, 2015: 26, Fin24 City Press, August 2017: Online). The level of unemployment grew with approximately 20% over a period of six years in the broader definition of unemployment.

2.2.8 *Agrarian Reform and the Developmental State*

Moyo, in Edigheji (2010: 26-28) addresses the topic of agrarian transformation in the South African Development Community (SADC) region and how agrarian reform could address the requirements for a developmental state and the requirement to reflect such an approach in the national development strategy. Agrarian reform is comprised of land and agricultural reform as part of rural development and such reforms must be introduced

together which can act as a poverty reduction strategy. Agrarian reform is very important for its role in 'food security, addressing unemployment, poverty and inequality, the transformation of the forces responsible for production in SA but also industrialisation' (Moyo, 2010: 27). Basic food requirements can be addressed, social deprivation is reduced, and the accumulation process is enhanced. A benefit of successful agrarian reform in a developmental state could assist in "securing resources for investment in other areas of concern, being health, education, physical infrastructure and in industries" (Moyo, 2010: 27).

Moyo is of the opinion that SA's success in becoming a developmental state is dependent on agrarian reform that will avoid social and economic crisis and eventually political instability (Moyo, 2010: 28). The developmental state should develop a political leadership that possesses a developmentalist ideology, influencing the state to address the land distribution and agrarian reform but also mobilising the social forces to address the social agenda of reform (Moyo, 2010: 28). The development deficit in Africa is the result of the inability to transform the agriculture with specific reference to "farm productivity, food security, agro-industrialisation and failure to promote rural development" (Moyo, 2010: 286). This can be attributed to the economising of the interventions of the state during structural adjustments in the 1980s (Moyo, 2010:286).

The SADC region's economies are dominated by agriculture with 70% of the livelihoods gained from family farming and are 'characterised by low productivity and unemployment' amongst the population. It is believed that the dispossession in SA left the population without ample land, which led to the deficit experienced in development and the inability to 'sustain the small-scale subsistence production' (Arrighi et al, 2008). The distribution of land ownership to meet the vision of a democratic agrarian structure forms part of land reform in southern Africa and can promote 'social, economic and political transformation'. The agrarian reforms are a prerequisite for a suitable development strategy which should address issues such as 'food insecurity, high unemployment levels and the existence of poverty but also address inequality and social conflict that exists' (Moyo, 2010:286-287).

Moyo (2010:300) is of the opinion that agrarian reform is required to be able to expand the home market and the public services. This is argued against the existence of food insecurity, low productivity and unemployment levels of over 30%, which is inclusive of SA.

The agrarian reform discussion in Southern Africa is centred around the leadership roles of the 'narrow micro-economic small subsistence farmer' in comparison to the large, commercialised modern farmer in the process to transform (Mafeje, 2003: 14). The developmental approach for the reform in the agrarian sector is focused on the restructuring of the home market, employment and industrialisation to improve human capabilities. This approach has not yet been introduced amongst the narrow class based in the SADC region. Moyo has a similar approach as Mkandawire to mobilise state resources to meet the developmental agenda of Government.

2.2.9 *Authoritarian Developmental State*

Eun Mee Kim, in Edigheji (2010: 97) debates the role of the authoritarian developmental state and the unsustainability of such developmental states over a longer period. The author uses South Korea as a case in point to show that the authoritarian approach and the developmental state achieved rapid economic results for the country from the early 1960s–1980s. The question is posed "is a developmental state justifiable in attaining economic development in spite of severe sacrifice to democracy?" (Eun Mee Kim, 2010: 97). Eun Mee Kim refers to Lipset (1959) who argues that economic growth leads to democracy, summarised as 'development first and democracy later'. Huntington (1968) offers an alternative explanation of development of democracy with his argument that the "outcome of development leads to political decay" (Eun Mee Kim, 2010: 98). Regimes do not have institutions to absorb the demands and the requests of the social groups and middle class and this results in political decay (Huntington, 1968).

In 1961, a military coup under the leadership of Major General Park Chung Hee set the scene for the authoritarian developmental state, which was the driving factor for the economic development in South Korea to achieve industrialisation. The state was in the position to mobilise resources for industrialisation and the target for the efforts were government sectors (Eun Mee Kim, 2010:103). The authoritarian development state during the time of General Park followed the following principles: "private ownership of the industry, state control of finance, state planning; and maintenance of low wages in spite of expanding economy" (Eun Mee Kim, 2010:103).

Eun Mee Kim (2010:113-116) uses two other examples of Indonesia and Philippines to explain the value of developmental states. During the time of Suharto and his dictatorship in Indonesia, it was characterized as an authoritarian regime that followed a centralised system of control, the exclusion of political parties and to provide the army with resources, personnel and equipment for social order to be maintained. In the Philippines during the time of the regime of Marcos' dictatorship, the country's political power was centralised through taking charge of the military. Land reform was unsuccessful, and efforts were made to gain control over the agricultural sectors, which eventually resulted in poor economic output because of a lack of investments. Large increases in the budget of the military resulted in insufficient investment in infrastructure, health and education.

It has been proven that authoritarian developmental states do not deliver better economic performance. The results of Eun Mee Kim's research indicate that the ideal approach of success is a consideration for a combination of democratic rule and a developmental state (Edigheji, 2010: 19-21).

2.2.10 *Relationship between Democracy and Development*

Political capacity is of critical importance to enable the state to act legitimately which stimulates transparency and accountability. This capacity allows the state to mobilise society and enhances the support for the developmental agenda (Edigheji, 2010: 8). It is argued that the creation of institutional capacity is important for the achievement of the developmental agenda of Government. Notwithstanding this, a developmental state in SA must be "conceptualised in a multi-dimensional and holistic manner to bring about economic freedom, social freedom, political freedom and environmental sustainability". SA should be able to pursue industrialisation without neglecting social transformation, which will incorporate the reduction of poverty, inequality and unemployment (Edigheji, 2010: 10). Evans (2011) argues for a 'reconceptualised role of the developmental state and for the state to address collective goals comprehensibly, inclusive of all the role players in society instead of subjectively addressing the immediate demands of individual members. SA is unable to introduce the concept of a developmental state in terms of expanding human capabilities because of the inadequate relationship and interaction between the state and civil society.

2.2.11 *Developmental State Summary*

The literature delineates the evolution of the developmental state and the creation thereof to be dependent on the expansion of the economy through a policy of industrialization. A developmental state is dependent on the investment in human capability and skills development being the key factors in economic development. There is an opinion that SA must take its cue from the South Asian states because of their success in the establishment and sustainment of the developmental state. There are opposing views on the sustainability or unsustainability of authoritarian or democratic states in their contributions to the formulation of a developmental state as was the case in East Asia. The debate seeks to determine which type of developmental state will produce the best economic results. There is evidence that authoritarian states can mobilise resources for economic development, however, do not provide better economic performance than democratic developmental states.

In order to create a developmental state, an interventionist strategy must be followed to achieve social and economic transformation through capability expansion. There is agreement amongst scholars that government is required to engage and take a leadership position in the identification of national policies and developmental programmes that will facilitate social and economic transformation. There is an understanding that government institutional systems can make informed changes to enhance national development in underdeveloped and developing countries.

Literature suggests that one of the reasons for the many challenges in SA is the history of 'dispossession', which left the population without land to sustain themselves. Agriculture and agrarian reform are regarded as the livelihood and suitable strategy to address the requirements of a developmental state. It is assumed that this strategy will address the food insecurity that exists and in effect address poverty, unemployment and inequality, bridge the economic woes and bring political stability to a country.

The military machinery can be used as a resource catalyst to stimulate national development as an extension of the institutional capacity of the state. The following section will expound upon the role of the Defence Force and how collateral capability can contribute to national development.

2.3   *Role of the Defence Force in National Development*

History has proven that there has been an increasing awareness by underdeveloped and developing countries to overcome poverty through the affording of scarce resources to expensive development projects. These efforts drained the economic resources of governments. Militaries across the world possess the attributes, knowledge, skills, discipline, effective systems and experience to make a concerted effort to the developmental agenda or contribute to national development of governments. Such militaries have played an active part in the national affairs of countries across Latin America, Asia and Africa. Armies played a very important role in underdeveloped countries and to a degree in the industrialised West by providing 'technical training and the manpower in the development of the industries' (Bautista, 1984: 1-4). It must be borne in mind that, although the military is engaged in non-military development responsibilities, the political role cannot be ignored because it will be engaged in social and economic functions and such actions will overflow into the political realm (Bautista, 1984: 38).

McNamee, Mills, Tomes, and Yekelo (2017: 1-10) reflect on discussions and observations that transpired between participants of defence personnel from Africa, Europe, United States of America (USA) and Latin America; former presidents from Nigeria (Olusegun Obasanjo) and South Africa (Kgalema Motlanthe); ambassadors and international officials; business people; and analysts on the topic 'Africa's Development Narrative: What role for the Security Sector?' Other than the traditional role of the military to defend the national security and territorial integrity of the country, certain potential opportunities do present itself that indicates the military can and should contribute to the area of development. The definition of 'development' must receive attention especially when the different forms of support by the military are raised as a point of debate. Delineation must be drawn between the emergency assistance that the military can provide i.e. flood relief and the long-term role of the armed forces e.g. Sri Lanka's urban development, Ghana's infrastructure battalion and the role that the Malawian Forces play in combating deforestation. There is a definite place for the Army Engineer (Engr) Corps because they act as a national capability. The role of leadership and the type of leaders that are developed in the military will determine the contribution that can be made to the development of a nation. There is a definite space for skills development to channel such competencies towards development

ends. The transformation from the South African Defence Force (SADF) into the SANDF signalled a watershed break from the past to focus more on the contribution to repair the broken society and contributing to nation building and social cohesion.

A research study by Shaw (1979: 38-44) investigates the military as a contributor to national development. The military can contribute the following:

- Arguments in favour of a military in a developmental role is where developing countries are short of finances and scarce resources in the form of the available manpower and the employment of the military as one of the few sources that possesses the administrative skills to plan and execute projects that would otherwise be too expensive on economic grounds. The involvement of the military in developmental tasks such as education and agricultural areas was also beneficial for the public image of the country. In undeveloped countries, the military with conscript armies played a role in the upliftment of the standard of education in certain sections of the civilian population. In Iran, the Education Corps was established in 1963 with the responsibility in broad to further progress in the field of agriculture, establish village councils and build national unity (Shaw, 1979: 42). In the Israeli Defence Force, an apprenticeship was established in the Armour Corps to address the requirement of young Israelis who had juvenile records for crime. These youths were allocated a mentor to train them to be mechanics and reform them for further utilisation as trained artisans to be beneficial to the Israeli society. The educative function in the Israeli Defence Force was addressed by the 'Chen' Women's Corps consisting of females who matriculated and were called for two-year national service in the defence force to contribute in teaching posts throughout Israel (Shaw, 1979: 41).

- Shaw (1979: 41) refers to the role of the military in the education of the civilian sector. The military chose to use those military personnel that had formal academic education as teachers. A second source for utilisation as teachers is those who are attached to the military but are unsuitable for combat duty i.e. males not medically fit, veterans and in some cases women. The example of El Salvador is used to explain that military veterans who retired from active service received a small salary to act as teachers in the home villages and educate others as teachers.

- Shaw (1979: 42-44) references the contribution that the military can make in the health and hygiene areas i.e. digging and drainage, disinfestation and specific skills that can address areas of insects and pests. Further involvement of the military is relevant in the economic development of infrastructure development i.e. building of roads in Turkey that facilitated the integration of the subsistence rural economy to grow and indirectly contribute to the national economy. The armed forces contribute to pioneer agricultural settlements as was the case of the 'Nahal Corps or Nahal Brigade[3]' in Israel and can then be handed to the locals. Shaw (1979) refers to Bowden (1976) who indicates that the 'Nahal' brigade combines 'military service and agricultural settlements' in areas that are marginalised. The 'Nahal' corps consists of volunteers who work for one year in a *'kibbutz'* ("a collective agricultural settlement in modern Israel, owned and administered communally by its members and on which children are reared collectively"), which is controlled by the Israeli Defence Force (Shaw, 1979: 44). The other advantage of the 'Nahal' corps employed in marginalised areas is that they can offer protection to these settlements especially in areas close to hostile borders (Bowden, 1976: 75). Other examples applicable to the contribution of the military are the Burmese military authorities that control enterprises such as steel production, pharmaceutical manufacturing and shipping.

- The opposing argument against the involvement of the military in national development is the view that it "interferes with the primary task of a military force - the effective defence of the country that it serves" (Shaw, 1979: 38). This argument relates to the fact that the vital resources of the armed forces are channelled to development schemes and thus away from defence purposes.

In the Secure Nation (2010) an opinion is expressed that domestic militaries can catalyse socio-economic development through displaying positive roles and good civil-military relations. Militaries can thus serve as direct development project/programme implementers to enhance state service delivery capacity and to modernise the population. The

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[3] The Nahal Brigade - Nahal is a Hebrew acronym for *Noar Halutzi Lohem* – Fighting Pioneer Youth. The brigade is unique in the world's fighting forces in that it combines military combat duty with civilian service in kibbutzim and moshavim (collective and semi-collective agricultural settlements). The brigade was formed in the true spirit of Zionism, training young pioneers to fight and defend their newborn nation while simultaneously teaching them to settle and work the land. (https://israelmybeloved.com/branches-of-the-idf/)

advantages from a state capacity enhancement point of view include: "culture of expedience and order-taking, vast resource availability for money, manpower, infrastructure, and technology, partnership possibilities for technology transfer and support from international powers and for regional coordination on transnational issues with regional partnerships, human capital in a variety of skill sets since militaries are societies within societies, direct line to the country's head of state for ease of coordination and funding and few limits on areas of operation since militaries have security training and weaponry for insecure places along with adequate transportation vehicles for remote locations". Military exposure provides the opportunity for education and skills training in the socio-economic environment and facilitates soldiers to find related work after demobilisation (Secure Nation, 2010: 1-2).

In a study relevant to this research by Bautista (1984: 73-80), 'Toward a Theory of Military Involvement in National Development in Underdeveloped Countries', the research shows that involvement of the military in national development of developing or underdeveloped countries results in respect for the military; there is a legal basis for such support and the civilian sector will not have any objection to the military involvement. The military institutions are required to participate in non-political tasks to support civil society, which assists human welfare and national development (Bautista, 1984: 4). The involvement of the military is part of civic action and is a vehicle for effective civil-military relations. The question beckons, which sector of society must play the leading role in national development. The study poses the questions whether the military is ready to play the leading role; in what aspects of development the military will be most effective; and what attributes the military possess to make it effective for national development. The study reflects on the advantages of the military in contributing to national development being, the military delivers concrete results that society can physically experience i.e. building of roads, schools and towns that benefits the people of the country; the utilisation of the military in non-military tasks with the advantage of specialised military equipment being beneficial to the civilian sector to support and augment the achievement of the objectives of national development (engineer contributions). The military that is idle is kept busy with tasks and responsibilities which benefit the communities and the soldiers that contribute to productivity, create the opportunity for greater and more effective cooperation and interaction between the military and the civil environment which leads to good civil-military relations. This supports the political agenda of government that projects a positive image

of government. The study proposes that the military institutions do offer significant advantages when involved in national development in underdeveloped and developing countries.

An article by Chung (1982: 67) refers to the role and consequences of military rule in developing countries. It is argued that the military must be recognised as an "emerging social force, an isolated pocket of authority and discipline otherwise amorphous, egalitarian societies" (Chung, 1982: 67). One of the reasons for the military to take-over control in a country is because of the weak political structure of civilian institutions and is regarded as the only organ of state that can play an active role to govern in developing states. When it comes to modernisation, it is argued that the military is the best institution to bring about economic and social change. The military and its leaders have acquired two essential skills: "technical knowledge, and the habits of discipline and modern organisation" and is a "modernised force in relatively non-modern societies and able to overcome traditionalistic and partisan resistance to social reforms and economic development with a maximum of efficiency and a minimum of compromise" (Chung, 1982: 70). Chung (1982) argues that the military is generally better educated, and their technical skills are superior, displays more expertise and organisational abilities than other institutions in developing countries. Critics argue that military rule is likely to result in persistent militarism and may retard development (Chung, 1982: 70). The military will require civilian input when necessary for the 'technical needs and for representative functions which the military is reluctant, unwilling, or unable to perform'. The military is often seen to "hinder the use of skills, entrepreneurship (sic), and rational problem solving" (Chung, 1982: 71).

Diop (2011: 87-98) argues that the state, public and private sectors cannot solve the problems of society independently. This could be attributed to operational failures or simply insufficient resources. Although some African states have been independent for more than 50 years, they remain weak and the majority rely on foreign aid. African states have major shortcomings in administration and the private and public sectors do not have the ability to provide employment and the services required by the people. African militaries have 'access to resources such as planes for delivering the food, medicine, and doctors needed to fight health problems, as well as manpower and expertise to assist in building infrastructure'. There is an opinion that the involvement of the military resources is

not to circumvent certain sectors but rather to alleviate the pressure from certain entities. African countries suffer from inadequate health care and the military possesses the capacity to address such health challenges. Diop (2011: 93) raises the concern of huge unemployment figures under the youth on the African continent that leads to insecurity and an unstable environment. The military is regarded as the biggest employer in the public sector and can be exploited to provide civic education to the idle youth. The military can contribute to address natural disasters such as 'flooding, coastal erosion, desert advancement, mobilised to fight wildfires and address deforestation, mobilised to address the food shortage as a result of the drought-stricken areas in Africa and help to build and rehabilitate the infrastructure' (Diop, 2011: 93-94). Other relevant examples include Kenya where the civil and military society worked together on environmental issues in a programme to produce the concept of the "environmental soldier." In Guinea, the military was mobilised to repair damaged bridges and roads throughout the country and in Burkina Faso and Botswana, the military worked collaboratively on civic education programmes (Diop, 2011: 95).

Diop (2011: 91) argues that military personnel in sub-Saharan Africa do not have a role to play in development activities and that they should only intervene in emergencies. Often military resources are available but unused in domestic crisis because there is a fear that the civilian population, state and continent will be exposed to a variety of risks. The arguments include the following:

- The military must address the 'traditional security challenges' and not fulfil a role of dealing with domestic issues.

- Scholars and members of the African civil society are of the opinion that the involvement of the military in non-traditional tasks can lead to "militarisation" of the society. The military is relatively strong and can dominate the public and private sectors.

- The over-reliance on the military can lead to intrusion into state politics and weaken the public and private sectors when it must provide a service. Once the military gains more power in the domestic environment with the politicians and the population and the dependence of society on the military increases to provide much needed

services, the military can manipulate the dependence to address and serve its own needs.

Ivonya (2014: X) refers to militaries that contribute to national development and the areas where militaries can contribute to development, include 'engineering and construction, industrial development, agriculture and medical'. These contributions cover the areas of weapon engineering to agriculture but can also cover socio-economic development where the military tasks can augment human security. The value of the Defence Force is captured in its access to the enormous array of resources, manpower, training, skills, knowledge and technology. The military can make an informed contribution to national development without affecting its ability to perform its primary role of defence. This concept has been successfully introduced by some countries including Israel, Thailand, Pakistan Turkey, China and Vietnam (Ivonya, 2014: 5).

Although not the focus of this study, it is important to reflect briefly on how militaries shaped the political systems prior to the 19th century. The political activities of militaries became more important in the new states that emerged in Latin America, Asia and Africa. Incidences where the militaries assumed power in the form of coups are well documented and the fear of societies that these militaries in power were unwilling to abdicate their power was well justified. There was a common fear that when the military imposed on the political system or became involved in societies, as was the case on the African and Asian continents for socio-economic and developmental purposes, it was doubtful if the military regime would relinquish power to a civil government. The fear was that the military could be entangled in political aspects of national development (Bautista, 1984: 39-43). Many of these militaries were implicated in 'pillaging, rape, mutilation, and other forms of torture as well as in murder and genocide'. Dictatorial regimes in the 'Central African Republic, Chad, Ethiopia, Liberia, Nigeria, South Africa, Uganda, and Zaire have used their militaries to undertake all kinds of atrocities' (Diop, 2011: 92).

2.4   *Militaries Employed for Societal Tasks*

Heitman (1978: Online) in his article, 'The potential role of the military in national development' refers to the fact that the military possesses many experts and has an advantage over the civilian administration inclusive of technical and administrative expertise. The military is underutilized and inactive and costs the taxpayer money;

whereas it is possible to put the manpower and the material resources to better use. He argues that the military is a disciplined force and holds a certain amount of prestige. He believes government should "not waste the semi-skilled manpower, not lower the prestige or self-esteem but also not take work away from the unemployed which could be socially, economically and politically unsound" (Heitman, 1978: Online).

Heitman is of the opinion that the military can provide pre-discharge training in terms of minor tasks and semi-skilled fields i.e. 'mending boots and tyres, basic bricklaying or carpentry'. Training can be provided by the Army, Air Force and the Navy. The value of the medical corps is evident in their medical training that can be provided to people in isolated villages, farming communities and the slums. The technical service corps can be of great assistance to maintain mechanical equipment i.e. machine maintenance and repair and metal work and repair and maintain trucks, tractors, power generators, agricultural equipment and even locomotives and rolling stock (Heitman, 1978: Online). The Technical Services Corps can provide technical assistance in outlying areas and train civilians. Heitman believes farmers can be trained in the use and maintenance of tractors, harvesters, generators and pumps but also be useful in training railways and power generation staff (Heitman, 1978: Online):

- Special reference is made to the value of the engineer corps with their construction units which includes work such as "well drilling, construction and maintenance of houses, construction and maintenance of all types of roads, laying of power and drainage, construction of dams, railway lines and possibly even tunnel work" (Heitman, 1978: Online).

- Heitman sees the role for the navy as important in national development i.e. training facilities, particularly in its specialised fields such as "seamanship, navigation, ship handling, marine engineering and dockyard work but also in the roles of rescue and fisheries protection and patrol" (Heitman, 1978: Online).

- The Corps of Signallers operates and trains operators of radio, telephone and, in larger armies, teletype and telex equipment. The usefulness of the training and training facilities especially after discharge from the organisation and how such individuals can provide, operate and maintain communications equipment in outlying

areas where a full-scale telephone network is not feasible or economical cannot be overestimated (Heitman, 1978: Online).

Heitman (1978: Online) cites a Guatemalan example where the military used its medical clinics to conduct research on nutrition in rural areas that insurgents controlled. The results of the research were used to improve the general health of the people and contributing to the decrease in nutrition deficiencies cases. Other examples cited include how the Iranian Army in 1965 established a Health Corps to address medical matters like those described for the Guatemalan army. The military made a valuable contribution to the 'promotion of health and hygiene' not only for the citizens, but for also contributing to economic growth (Bowden, 1976: 44).

2.5 *Role of the Union Defence Force in Development in South Africa*

This section will reflect upon the earliest example of the Union Defence Force of SA employed in a developmental capacity to address societal requirements in the country. The identification of developmental contributions can provide a framework to identify valuable lessons in national development.

1 Special Service Battalion (1 SSB) was established on 1 May 1933 as part of the Union Defence Force of SA. In 1933 and the 'Great Depression', the establishment of the unit was a result of a "cloud of unemployment" that was present in SA (Otto, 1973: 3). At the time, the government decided to address the issue through social work that could be completed to overcome the socio-economic difficulties. The Secretary of Defence at the time indicated to the Adjutant General that 1 SSB was brought into existence by the Union of SA to address the unemployment in the country.

An unemployment commission was established with the objective to investigate the unemployment issue and at the end of 1920, a report was drafted where the government decided to create employment opportunities through government schemes. A committee representative of state departments was established to investigate labour opportunities for the unemployed. The Department of Labour was created in 1924 to 'create general employment within government schemes and other employment space, rehabilitation of the rural poor and unemployed through subject and trade training, creation of reconciliation and industrial councils and the registration of the unions and worker

associations'. The policy that was brought to fruition referred to the identification of the cheapest options for labour, each government department had to create employment opportunities and where possible, the youth had to be used as labourers.

The Carnegie Commission which defined the 'armblanke' (poor white) as published in 1932 as "Wat oorsprong betref, is die persone van Europese afstamming wat hoofsaaklik uit die boerdery hulle bestaan gemaak het of nog maak" (Otto, 1973: 4). The translation of this reads that the poor white is of European decent that has made their living or was still making their living from farming. The economic conditions at the time was responsible for the existence of the poor tenant farmers, and hirelings on farms, owners of pieces or shareholders of land through which no income could be generated, poor settlers and the increasing number of unschooled or poorly schooled workers and labourers outside the farming environment.

The Department of Labour addressed the many poverty-stricken and thus became the channel of government assistance in the form of assistance work and even the issuing of rations and seed to those farmers that were not able to afford such expenses. Some of the projects included the subsidising of government departments, provincial administration and municipalities and the projects that covered the requirements of the unemployed. Through some of the subsidies granted by government, 1 SSB was created, an effective method to combat unemployment (Otto, 1973: 4-9).

2.6   Chapter Conclusion

This chapter expounded on defining a democratic developmental state and the opinions of scholars on the possibilities on how SA could approach building a democratic developmental state to find solutions to the country's social, economic and institutional challenges. The chapter also examined the role of militaries in national development and its contributions to societal tasks. The chapter concluded with the example of the establishment of 1 SSB as part of the Union Defence Force in South Africa to address the prevalence of unemployment in the country at the time. The following chapter will discuss South Africa's Policy regarding the DODMV's role in development. The analysis of the legislation will dictate the broader role of Defence in a developmental agenda of Government. The chapter will also discuss the origin of Project KOBA-TLALA and indicate

the significant achievements the project has made to national development in South Africa.

CHAPTER 3

SOUTH AFRICA'S POLICY REGARDING THE DODMV'S ROLE IN DEVELOPMENT

3.1 Introduction

This chapter aims at discussing and expounding on policy promulgated that identifies the requirements and role of the Department of Defence and Military Veterans (DODMV) in a developmental state and determining the broader role of Defence (SANDF) to address the developmental agenda of Government. The focus will be on the guidance provided in the Constitution of the Republic of South Africa (1996), White Paper on Defence, National Development Plan 2012, Vision 2030, the 2015 Defence Review, and finally how all this transpires and result in the initiatives of Project KOBA-TLALA.

3.2 Broader Role of Defence in the Developmental Agenda of Government

3.2.1 *Constitution of the Republic of South Africa (1996)*

There is an ongoing debate that asks the question whether Defence is mandated to contribute to national development domestically or whether such contribution of Defence is unconstitutional. The Constitution of the Republic of South Africa (1996) is very clear on what mandates the Defence Force in terms of its roles and responsibilities. According to the Constitution, the Defence Force is mandated for the following responsibilities: "the protection and defence of the Republic, its sovereignty, freedoms, territorial integrity, national interests, people and values. Furthermore, certain defence functions are carried across from the interim Constitution (1993). These include service in compliance with the international obligations of the Republic; the preservation of life, health or property; the provision or maintenance of essential services; upholding of law and order in support of the Police Service; and support of any department of state for the purpose of socio-economic development" (Republic of South Africa: Online)

3.2.2 White Paper on Defence

The White Paper on National Defence for the Republic of South Africa (1996: 1-41) clearly sites in the introduction that government has the responsibility to address socio-economic

inequalities as part of the legacy of the system of apartheid. In this regard, the Reconstruction and Development Programme (RDP) was spearheading the national and defence policy at the time. At the time of the White Paper on Defence, the government of South Africa identified the threats to the people of South Africa as being socio-economic in nature i.e. poverty, unemployment, poor education, the lack of housing and the absence of adequate social services, as well as the high level of crime and violence.

In Chapter 2 of the White Paper on Defence (1996) and with special reference to the domestic environment, the requirement for socio-economic development and reconstruction is emphasised to address the insecurity and social instability in South Africa. Amongst other roles and functions as depicted in the Constitution of the Republic of South Africa (1996), reference is made to "for service in support of any department of state for the purpose of socio-economic upliftment" but the policy of government dictates that "the primary function of the SANDF is to defend South Africa against external military aggression. The other functions are secondary" (Constitution of South Africa, Chapter 14, 1996: section 227, National White Paper on Defence, 1996: Chapter 5, sub section 1.1 to 1.6 and 2). Other defence functions include "disaster relief; the provision and maintenance of essential services, search and rescue, evacuation of South African citizens from high threat areas, protection of maritime and marine resources, and regional defence co-operation" (Republic of South Africa, 1996: section 227).

At the time, the White Paper on Defence (1996) stated that government was "disinclined" to employ the SANDF in socio-economic development. It was the perception that such employment distorted the distinction between the military and civilian spheres. It only contributed to the militarisation of civil society; it undermined the preparedness and capabilities of the armed forces with respect to its primary function and furthermore could undermine the image of the SANDF amongst the population (Cock and Mckenzie, 1998: 51). The White Paper on Defence also referred to exceptions to the rule where the SANDF may be required to deliver on urgent issues and exploit its specialized skills and resources i.e. assistance for emergency provisioning of water to rural communities. Such service delivery should be governed by specific guidelines in that the DOD employment should be requested by the relevant government department, have the consent of the communities affected and only be for a limited time duration and be subject to civil control and oversight. The White Paper on Defence also referred to the contribution that can be made

in terms of human resources development through its education and training programmes (Republic of South Africa, 1996: Chapters 5 and 6).

In the introductory chapter of 'From Defence to Development', Cock and Mckenzie (1998: 2) cites Nathan who argues that the White Paper on Defence (1996) sets the policy framework for the South African Defence Review and observes that it is the agenda for demilitarisation. Territorial defence remains the priority; however, the new policy does not strictly limit the defence force to this and situations of national emergency. The Constitution makes provision for the deployment of the SANDF for service in support of any department of state for the purpose of socio-economic upliftment, which is argued to be problematic (Cock & Mckenzie, 1998: 2). The task of socio-economic upliftment remains the responsibility of other state agencies in co-operation with civilian society. The argument is that the deployment of soldiers in this role is indicative of the 'Total Strategy' and doctrine of the old apartheid regime and the South African Defence Force (SADF) in the winning of hearts and minds of the people (Cock & Mckenzie, 1998: 12).

Seegers (1996: 320) emphasizes that the deployment of the SANDF in development roles is used to legitimise military and defence expenditure and warned against civilianising and a developmentalist role of its responsibilities. Seegers (1996:320) is of the opinion that the section in the White Paper that states the new approach to security, does not imply an expanded role for the armed forces. The relationship between defence, development and security cannot be assessed in a narrow fashion. At the time, the then Deputy Minister of Defence, Ronnie Kasrils was cited in the Sunday Independent, 1 December 1996 that "poverty and the socio-economic inequalities resulted from the system of apartheid and the diversion of resources, skills and technology was required which could be employed in economic and social development. There was a need to move beyond the narrow understanding of conversion as referring mainly to shifting the defence industry to civilian production, to that of a multi-dimensional process involving the orderly redirection of human and material resources employed in military activities to development".

3.2.3 National Development Plan 2012

The South African 2012 National Development Plan (NDP) expresses a long-term perspective on a desired path to be taken by different sectors of society to address and eliminate 'poverty and reduce inequality by 2030'. It is envisioned that it is possible for SA

to realise these goals by exploiting the "energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society" (South African Government, NDP 2012).

The Department of Defence Annual Performance Plan (APP) 2018 (2018: 21-22) refers to the contributions of the DOD to national imperatives of government for the period FY 2018/19 to FY 2020/21. These national imperatives speak to the NDP, Vision 2030 that provides the national framework for the National Departments to achieve the objectives of 'the reduction in unemployment, poverty elimination and the reduction in inequality'. The objectives of the NDP 2030 to achieve prosperity and equity includes creating jobs, expanding infrastructure, using resources properly, inclusive planning, quality education, quality healthcare, building a capable state, fighting corruption and uniting the nation.

The Defence APP 2018 (2018: 22) refers to the contribution of Defence to the NDP Vision 2030 (developmental goals) according to how it was articulated in the DOD Strategic Plan 2015–2020. This includes the following:

- "Envisaged reduction in youth unemployment.

- Provision of assistance in disaster aid and disaster relief.

- Support the combating of maritime piracy along the East Coast of Africa.

- Strengthen the national research and development capacity.

- Build safer communities.

- Build a capable and developmental State.

- Reduction in prevalent corruption and fraud".

Since the inception of the NDP in 2012 and the speech of the then Minister Trevor Manual, Minister in the Presidency: National Planning Commission, many speeches on national development have been delivered in terms of progress made and successes to date. Amongst these speeches delivered have been the former president of South Africa, President Jacob Zuma; the honourable Jeff Radebe, Minister in the Presidency for

Planning, Monitoring and Evaluation and Chairperson of the National Planning Commission; and Deputy Minister in the Presidency, Mr Buti Manamela. The common theme throughout has been to root out poverty and unemployment and ensure faster inclusive economic growth, improving education and skills, and improving basic living standards.

There has been a constant appeal for more social cohesion and better and more accountability amongst the leaders of SA in the private and public sector. Central to the visionary opinions remained economics, social services, rural development, infrastructure development, health, urban and regional planning, education and training, agriculture and food security. There has been a common goal to adopt a strategy that will raise employment through faster economic growth, improve the quality of education and skills development and create the capacity of the state to facilitate a developmental and transformational role.

There has been a movement to invest in rural communities and households to utilise the available land to produce food to contribute to the exploitation of the agricultural possibilities. The emphasis was placed on good governance as the vehicle to create socio-economic change.

Good governance was broadly defined by Minister Jeff Radebe in a Public Lecture on National Development Plan, Vision 2030 on 30 September 2015 being "… it means the process by which decisions are made and implemented" (South African Government, 2015: Online). The Minister expounded this definition by indicating that there had to be an improvement on decision-making and implementation of the NDP to transform the lives of the people of SA. There was also an obligation on the public sector to deliver improved and public services to all the people of SA. In 2012, Minister Trevor Manual, Minister in the Presidency: National Planning Commission alluded in his speech at the Joint Sitting of both houses to the fact that: "We do not suffer a poverty of ideas; our weakness is in implementation". (NDP, 2012: Online).

On 12 September 2017 the former President of SA, President Zuma addressed parliament on the 5th celebration anniversary of the NDP and acknowledged that progress with the implementation of the NDP had been uneven over sectors and the provision of the basic services had not reached the citizens, especially those people who were residing in the rural

areas. The main areas that required attention for distribution to the people were, electricity, roads, housing and other services but also that too many people were still unemployed. Commitment from both government and business would be essential to contribute to lasting and sustainable change (South African Government, 2017: Online).

On 15 September 2017, Minister Jeff Radebe emphasized in his NDP annual public lecture the requirement for youth development and the role of women in society. The Minister made a renewed call upon South Africans to become actively involved in their own development, expansion of the economy and making growth inclusive, building of key capabilities - human, physical and institutional; building a capable and developmental state and fostering strong leadership throughout society (Republic of South Africa, 2012-2017: Online).

3.2.4 South African Defence Review 2015

The South African Defence Review 2015 is the second policy review in SA, which provides the direction that defence will take over a period of 20 to 30 years. The issues that enlightened the 1996 White Paper on Defence and later the 1998 Defence Review, centred on the transition to democracy and the resultant transformation of the Department of Defence. The complex "changes in the strategic environment, increasing continental peacekeeping obligations, the need to deepen democracy on the continent and the pursuit of national interests led to a review of the strategic posture and concomitant policy" (The Defence Review Committee, 2015: Online).

The SA Defence Review 2015 (2015: 8-8 & 8-9) explains that Defence will be required to "execute other services that may from time to time be ordered by Government within the parameters of domestic and international law". This clarification is taken up in Chapter 8 that refers to 'Developmental and other Ordered Tasks'. "The inherent potential of the Defence Force (SANDF) to support national development can be realised almost automatically as a direct result of its normal peacetime activities without detriment to its primary functions" interventions (SA Defence Review 2015: 8-9). Although the primary task of defence is deterrence, the defence force can be considered to serve a social role within the diversity of the country, render assistance to economically boost areas of interest and influence the establishment and development of sectors in the industry (The Defence Review Committee, 2015: Online).

In the initial introductory remarks by Mr Roelf Meyer, the Chairperson of the SA Defence Review Committee 2015, reference is made to how there will be a requirement to investigate and determine the broader role of Defence within a developmental state. The focus will not purely be on "what the Defence Force is against, but additionally provides the framework for what the Defence Force is for" (SA Defence Review 2015: Online). The value proposition of the Defence Force must be determined especially in the light of the expectations of the nation to contribute to a sustainable value creation for all who reside in SA. Such a value proposition will determine the strategy for effective national development.

The SA Defence Review 2015, further extrapolates that the priorities of Government remain the reduction of poverty and is charged with the responsibility to create the conditions for economic growth and social development as part of the growing domestic responsibility. Government policy emphasizes the role of the state in terms of the developmental requirements since the Reconstruction and Development Programme (RDP) in the 1990s until recent when the MTSF priorities of Government were identified. The role of the Defence in a developmental state must be articulated and captured in policy, which will delineate the differences in terms of traditional conventional roles and functions (The Defence Review Committee, 205: Online).

The SA Defence Review 2015, is very prescriptive in terms of the requirement for SA to be a democratic developmental state. This requirement is identified to allow the developmental state to intervene in the national challenges i.e. economic growth, unemployment, inequality and poverty. The developmental state must set out to achieve the following:

- The developmental state will generate the pace to overcome the social and economic challenges of society and will achieve this through macro-economic planning and state-led intervention. There is also a strong belief that national resources must be mobilised and channelled to the developmental agenda of Government.

- Economic growth will be achieved through a sustained policy; the economic base must be transformed with clear socio-economic goals and objectives. This all must be achieved through the availing of state organisational structures and the state that will

promote and sustain the development. All this must be achieved with the help of other state departments and agencies.

- Development is dependent on security and the state in conjunction with other state departments will create the atmosphere for development to take place. This in effect addresses the Human Security domain (The Defence Review Committee, 2015: Online). This initiative is aligned with Goal 4: Addressing developmental and other ordered tasks, whereby the SANDF can in terms of Task 13 contribute to the developmental agenda of Government.

- The SA Defence Review 2015 and Ministerial Directive, 2015 defines Goal 4, Task 13 contributions that defence can make to national development being:

  - Youth Development. The Defence possesses the collateral capability to invest in the improvement and employability of the youth in SA in the form of skills development and community service. These interventions would not be military training or the militarisation of the youth. The focus of the interventions would be 'citizenship, discipline, teamwork and self-actualisation' through youth development programmes.

  - Spatial Dispersion of Defence Infrastructure. Military units are geographically dispersed throughout the country and provide the opportunity for employment and the improvement of the economic profile of the communities. The intention was to prioritise procurement from local business and industry.

  - Reserve Utilisation. The employment of Reserves (Res) from the rural communities supplements the income of the households that are poor. The Res with the acquired specialised skills and experience could be considered to assist in developmental projects.

  - Employment. It remains the intention of Defence to increase the utilisation of the Res. The filling and funding of vacant posts would be a priority for the Defence. Such recruitment would be done through advertisements at local and national level focusing on secondary and tertiary education institutions, exploiting the media and countrywide selection boards.

- Community Services. The Defence could be requested to assist with the rendering of specific community services where other authorities were unable to honour such a request. Defence facilities would be made available for education, training and development of the local communities. This will be approached in cooperation and collaboration with other relevant authorities and stakeholders.

- Critical Infrastructure Interventions. The collateral capability of Defence could be tasked to improve infrastructure of critical value in the rural and inaccessible areas. Such endeavours will provide the opportunity to source labour from the communities and contribute to skills development and upliftment of communities.

3.3 SANDF Project KOBA-TLALA Contribution[4] to the Developmental Agenda of Government

3.3.1 *Introduction*

The pilot phase for Project KOBA-TLALA was introduced in FY 2015/16 and officially launched in August 2017 to contribute to the developmental agenda and other initiatives of Government. Project KOBA-TLALA's outcomes were captured in the DOD Annual Performance Plans (APP) over FY 2015/16 to FY 2018/19 and will be expounded upon to indicate the relevance to the developmental agenda of Government and the potential to contribute to national development.

3.3.2 *Background*

The Minister of Defence and Military Veterans (MODMV), Ms Nosiviwe Mapisa-Nqakula, approved a concept whereby the SANDF will use its footprint in rural and semi-rural areas in terms of units, land and spending of resources in conjunction with local communities, rural towns, provincial governments and other stakeholders to augment rural developmental initiatives. This will provide nodal points or hubs from which community engagement, stakeholder co-ordination and structural requirements can be introduced toward creating viable sustainable local economies. The requirement was to embed units

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[4] The reflection on Project KOBA-TLALA's contributions are limited to the efforts of the SA Army as the main driver of the project to date.

in the local economies and thereby further strengthening the linkage between elements of the Defence Force and the communities within which they reside. This would be to the benefit of small and micro-businesses as well as small-scale commercial and emerging farmers in rural areas (Minister Nosiviwe Mapisa-Nqakula, 2017: 1).

In the State of the Nation Address on 17 June 2014 and 12 February 2015 respectively, former President Zuma indicated that government embarked on a radical socio-economic transformation to address the triple challenges of poverty, inequality and unemployment. The pronouncements had the following implications for the DOD and the rural development initiative (Minister Nosiviwe Mapisa-Nqakula, 2017: 1):

- Align the DOD's procurement policy to promote local procurement and increase domestic production by having State Institutions buy 75% of goods and services from South African producers.

- Government will introduce further measures to speed up the employment of young people and the DOD would continue to support this intervention through the development of the National Youth System (NYS) Policy.

The Secretary of Defence, Dr Gulube made the following remarks in the introductory part of the 2018 APP on the topic of Project KOBA-TLALA: that Project KOBA-TLALA, a Department rural development programme was designed to contribute to a "vibrant, equitable and sustainable rural economy" in support of ensuring food security within the Republic of South Africa. This roll out will enable the agricultural and agri-processing value chain through the following (Republic of South Africa, 2018, Online):

- The use of the military footprint in the rural and semi-rural areas to give effect to decentralised procurement and thereby imbedding military units in rural local economies.

- Assist with the facilitation of a process whereby commercial farmers, small-scale and emerging farmers can join hands in co-operatives from which the Department of Defence is able to procure agricultural and other products, goods and services.

- The reskilling of predominantly unemployed Res in a variety of skills to enable their utilisation in their local communities.

- The identification of further resources for strategic implementation that will include agri-processing support platform options.

In August 2016, the Landbouweekblad Magazine (Agriculture Magazine) published a cartoon about the future assistance that the SANDF can make to development in the agriculture sector. At the time the specifics about how and where the contribution of the DOD and specifically from the SANDF had to be crafted to determine the end states to be achieved. The cartoonist used the opportunity to mock the SANDF about its future role in agriculture development. The heading of the Cartoon reads, "Agri South Africa and the South African Defence Force want to establish closer ties and want to become more involved". The soldier character asks the farmer, "Uncle, now which camp do you want ploughed?" (see Figure 3.1).

Figure 3.1: Cartoonist's impression of the future role of the SANDF in agriculture development (Landbouweekblad, August 2016)

3.3.3   *Project KOBA-TLALA and the Nine-Point Development Plan*

Project KOBA-TLALA, a Tswana word for '*Chase away the hunger*', allowed the SANDF the capacity to contribute to some parts of the nine-point development plan of government, allowing immediate opportunities for employment and growth. The nine-point plan is reflected below with the specific areas Points 1, 4, 5, and 9 (See Figure 3.2) and Point 7 (see Figure 3.3) where the SANDF supports the nine-point plan of government as reflected below (Republic of South Africa, 2015 SONA):

- Point 1: Revitalizing agriculture and the agro-processing value chain.

- Point 2: More effective implementation of a high-impact Industrial Policy Action Plan.

- Point 3: Advancing beneficiation of SA's mineral health.

- Point 4: Unlocking the potential of Small-, Medium- and Micro- Enterprises (SMMEs), cooperatives, township and rural enterprises.

- Point 5: Operation PHAKISA: growing the ocean economy and other sectors.

- Point 6: Resolving the energy challenge.

- Point 7: Managing workplace conflict.

- Point 8: Up-scaling private sector investment.

- Point 9: State reform, boosting the role of state-owned companies and strengthening Information, Communication and Technology (ICT), water, sanitation and transport infrastructure.
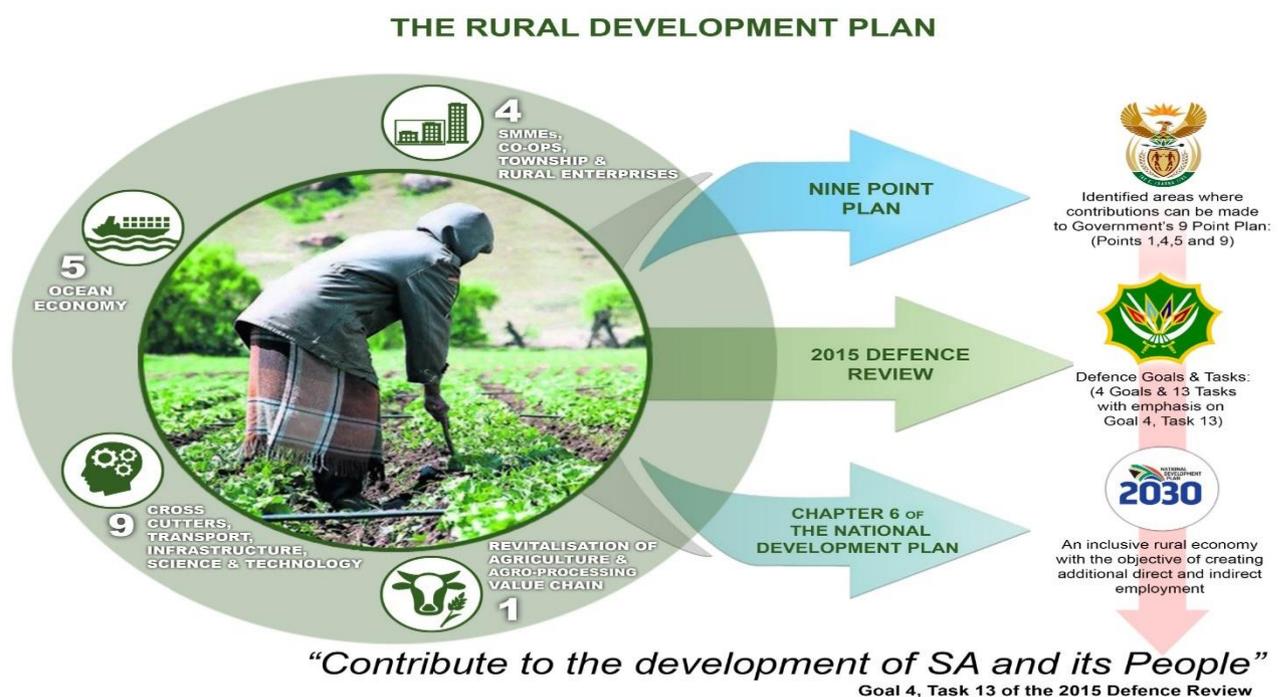
Figure 3.2: Rural Development Plan (Depiction of Points 1, 4, 5, 9) (Kamffer, 2017, PowerPoint Presentation: The Department of Defence (SANDF) Contribution to the Developmental Agenda & Other Priorities of Government: Project KOBA-TLALA. Presentation to the Defence Planning Board, 2018, slide 57).

Figure 3.3: Rural Development Plan (Depiction of Point 7) (Kamffer, 2017, PowerPoint Presentation: The Department of Defence (SANDF) Contribution to the Developmental Agenda & Other Priorities of Government: Project KOBA-TLALA. Presentation to the Defence Planning Board, 2018, slide 62).

The nine-point plan initiative of government is aligned with the approved SA Defence Review 2015, in terms of Goal 4: Addressing developmental and other ordered tasks, whereby the SANDF can in terms of Task 13, contribute to the developmental agenda of Government (see Figure 3.4).

Figure 3.4: Defence Goals and Tasks (SA Defence Review 2015: 3-13)

Government embarked on a radical socio-economic transformation to address the challenges of poverty, inequality, unemployment and various other priorities like better job prospects for the youth, further economic transformation and small, medium and enterprise development. The ultimate outcome of the project is for the people of South Africa to be supported through the DOD's (SANDF) contribution to the developmental agenda of Government.

The project activities focussed on the identification of high-impact priority projects, liaison with strategic partners and reskilling. The intent was to assist the beneficiaries in succeeding, turning struggling initiatives into something more successful and facilitating meaningful community development interventions. Apart from the identification of high-impact priority projects and partnership development interaction, communication, interventions and meetings were conducted between the SANDF and provincial government departments and tertiary institutions. The project was initiated in the North West (NW) and taken to the Free State and Limpopo where negotiations with various role players started.

Skills development of the Res, supporting youth development and leadership development are very high priorities within the DOD (SANDF). The DOD has a wide range of skills that can be applied to national development and other projects. Res play an important and valuable role in maturing and socialising young adults, providing a stable environment in which to enhance the education of young people from disadvantaged backgrounds, as well as developing young people from different communities.

3.3.4 *Medium-Term Strategic Framework Focus Areas and Outcomes*

Project KOBA-TLALA's focus areas for the MT (FY 2018/19 to FY 2022/23) encapsulate three components (Kamffer, 14 September 2018, SA Army PowerPoint Presentation, Course of Action, ST - FY2019/20 & MT FY2020/21 – FY2022/23, slides 1-61):

- Local procurement, which makes provision for decentralised procurement, commercialising messes and supporting emerging small-scale farmers.

- Military training for Res which amongst other addresses disaster management and water, and sanitation training.

- Reskilling, education, training and development (ETD) of the Res component, which includes the further training and education of the Res, training of security officers and other skills and training of community development liaison practitioners.

The Medium-Term Expenditure Framework (MTEF) outcomes to which Defence will contribute, by virtue of its legislative mandate and inherent capabilities are Outcome 3: All people in South Africa are and feel safe and Outcome 11: Create a better South Africa and contribute to a better and safer Africa in the world. With the DOD's contribution to the developmental agenda of Government, including Rural Development, it will also contribute to Outcome 5: Skilled and capable workforce to support an inclusive growth path and Outcome 7: Vibrant, equitable, sustainable rural communities contributing towards food security for all.

3.3.5. *Project KOBA-TLALA's alignment with the NDP*

Project KOBA-TLALA is aligned with the NDP in the following fashion (Ministerial Directive, July 2015: 4-5):

- Chapter 3. Economy and Employment. One key element of this strategy is improving skills development. The reskilling of part-time soldiers (Res) is a very high priority for the DOD (SANDF).

- Chapter 6. An integrated and Inclusive Rural Economy. The intended actions in the NDP are that rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, and a review of mining industry commitments to social investment and tourism investments. Decentralised local procurement by military units in rural and semi-rural areas will contribute to this objective.

- Chapter 9. Improving Education, Training and Innovations through Diverse Learning Opportunities. The SA post-school system is not designed well to meet the skills development needs of the youth. This DOD (SANDF) initiative responds to the skills

need, raises education and training levels and provides lifelong learning opportunities for part-time soldiers (Res).

3.4 Project KOBA-TLALA Contributions (Significant Achievements FY 2015/16 to FY 2018/19)[5]

Over FY 2015/16 to 2018/19, the SANDF and specifically the SA Army made significant progress with the implementation of the guidelines and objectives identified for Project KOBA-TLALA. These significant achievements, inclusive of other SANDF initiatives linked to Project KOBA-TLALA to achieve the developmental agenda of Government, were captured as part of the APP of the SA Army and the SANDF and were reported upon on an annual basis over a period of four years as part of the performance information feedback to parliament. The identification of objectives for Project KOBA-TLALA which are specific, measurable, achievable, relevant and time bound (SMART) was formulated to read "Manage and Control the implementation of C SANDF Project KOBA-TLALA in all the Provinces" (Kamffer, 2018, SA Army PowerPoint Presentation, slide D-36). This presentation identified the SA Army course of action (COA) in terms of the Short-Term (ST), FY 2019/20 and the Medium Term (MT), FY 2020/21 to FY 2022/23 to address the envisioned end states to be achieved for Project KOBA-TLALA.

In order to effectively position and share the SA Army's contribution to the achievement of the end state of Project KOBA-TLALA, the sections below will extrapolate the significant achievements of the SA Army from FY 2015/16 to FY 2018/19 taken from the SA Army Landward Defence Annual Reports (AR) to reflect the achievement of performance against strategic indicators and targets. This information is annually published as an integrated reflection of the DOD and is open for public scrutiny. The SA Army supported Outcome 5: Skilled and capable workforce to support an inclusive growth path and contributions to Outcome 3: All people in South Africa are and feel safe.

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[5] The significant achievements reflected for the financial years 2015/16 to 2018/19 was captured from the SA Army Landward Defence ARs as prepared at the Directorate SA Army Strategic Direction. The purpose of the ARs is to provide the Accounting Officer of the Department of Defence with performance information on the achievement of the Programme 3: Landward Defence planned Objectives that is prepared for public scrutiny.

3.4.1   *SA Army Landward Defence Significant Achievements FY 2015/16*[6]

Rural Development Pilot Project

The SA Army made great inroads with its efforts to introduce the roll out of the rural development plan. During the reporting period, the SA Army compiled a memorandum of understanding (MOU) between the Department of Defence (DOD) and the North West (NW) provincial government regarding the roll out of the rural development plan. The MOU was finalised and signed by the Minister of Defence and Military Veterans (MODMV) Ms Nosiviwe Mapisa-Nqakula and the Premier of the North West Province, Mr Supra Mahumapelo on 27 August 2015 in Mahikeng (see Figure 3.5).

Figure 3.5: Signing of the MOU between the MODMV and the Premier of the North West Province, Supra Mahumapelo on 27 August 2015 in Mahikeng. (Kamffer, 2017, PowerPoint Presentation: The Department of Defence (SANDF) Contribution to the Developmental Agenda & Other Priorities of Government: Project KOBA-TLALA. Presentation to the Defence Planning Board, 2018, slide 22).

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[6] Republic of South Africa (http://www.dod.mil.za), SA Army Landward Defence Annual Report FY 2015/16, April 2016.

A ministerial directive was signed in which the Secretary for Defence (SecDef) and Chief SANDF were tasked to implement the pilot project in the NW Province. The SA Army had made good progress with the compiling of Service Level Agreements (SLAs) between the parties and/or partners involved in the pilot project roll out in the NW namely the North West University (NWU) in Potchefstroom and Mahikeng and the North West Cooperative in Lichtenburg. The first phase of the pilot project would be implemented in FY 2016/17. The following initiatives were introduced in FY 2015/16:

- constituting a Steering Committee between the NW Provincial Government and the SA Army;

- starting with a process to identify military messes to be commercialised to give effect to local procurement and thereby embed military units in the NW in their local communities;

- formalising a programme to start training identified Res members in the basics of water purification to empower them to contribute in the Province;

- identifying Res members to enrol for the diploma in the Basics of Animal Health at the NW University (Mahikeng-campus); and

- identifying Res members to be reskilled in a variety of disciplines based on Safety and Security Sector Education and Training Authority (SASSETA) funding.

3.4.2   *SA Army Landward Defence Significant Achievements FY 2016/17[7]*

Rural Development Pilot Project

The SA Army continuously strived to improve on the Rural Development Pilot Project in the NW and remained a very important objective of government to be achieved. The SA Army was identified to take the lead in the development and implementation of the initiative. The following successes were noteworthy:

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[7] Republic of South Africa (http://www.dod.mil.za), SA Army Landward Defence Annual Report FY 2016/17, April 2017.

- <u>First NW Rural Development Steering Committee Meeting</u>. The NW Province Rural Development Steering Committee met on 5 May 2016 in Mahikeng. The meeting was chaired by Director Army Res (D Army Res), Brigadier General H.J.G. Kamffer and Ms B. Pule, Chief Director, Farmer Support and Development who represented the Head of Department, Dr P. Mokaila. The objective of the meeting was to discuss the MOU between the MODMV and the NW Provincial Government and, to define the tasks and responsibilities of the parties involved. During the meeting, the provincial plan of creating Agri-Hub Units (AH) or Agro-Hubs[8] was explained providing the SA Army with an entry point for local procurement and to integrate this with the rural development concept of the SANDF. It was decided that the steering committee should meet in Mahikeng with the University of the NW and the Department of Water Affairs of NW Provincial Government. The objective of the meeting was to discuss Res training in water reticulation and possible utilisation of Res by the Department of Water Affairs. SASSETA funding had been provided for the reskilling of Res members as part of the rural development plan for the NW.

- <u>Second NW Rural Development Steering Committee Meeting</u>. The Committee met in Mahikeng at the NWU. The meeting was attended by Chief Logistics, Lieutenant General Moadira and Brigadier General Tyhalisi of the South African Forces Institute (SAFI). The meeting aimed to expose General Moadira and General Tyhalisi to the proposed functioning of the agro-hub that the NW provincial government had developed to enable the SANDF to procure locally. It was agreed that a follow-up meeting would take place between Chief Logistics and the Department of Agriculture Rural Development and Land Reform (RDLR) under the auspices of the Steering Committee, to explore the possibility of integrating SAFI into the proposed model or hub of the provincial government. The meeting was also attended by academics from the Potchefstroom University Campus and the Mahikeng Campus of NWU who presented a plan of what the NWU could contribute to the rural development plan, in support of the MOU between the SANDF and the NW provincial government.

- <u>Meetings with External Role Players to Give Effect to the MOU Outcome to Explore Potential Opportunities for Cooperation</u>. The MOU that was signed between the

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[8] Agro-Hub is an agricultural production and marketing agency, which provides opportunities for smallholder farmers to create significant additional income through the production, transformation and marketing of their farm produce.

MODMV and the Premier of the NW indicated that the SANDF, in conjunction with the province, had to identify possible projects and opportunities in terms of the total spectrum of rural development. Certain high-level meetings were held with representatives from organised agriculture, namely Agri-North West and the Agricultural Sector Unity Forum (ASUF), the first Co-operative in the NW and the Mobile Agri-skills Development and Training (MASDT) organisation. The purpose of those meetings was to align the proposed agri-model to enable the involvement of commercial and small-scale farmers in a hub for the SANDF to start embedding military units in their local economies.

The roll-out of the rural development pilot project in the NW was characterised by the following actions:

- Water Purification Course in Potchefstroom. A basic water purification course was presented to 30 Res members of Regiment de la Rey in Potchefstroom over the period 07 to 17 November 2016. The course was presented by instructors from Regiment de Wet (Res unit), Kroonstad. SANDF equipment was utilised to train the members under the auspices of the SA Army Engineer (Engr) Formation (Fmn). This initiative would create an additional capacity that could be utilised by the NW provincial government when those Res members were not utilised or called up for military service. Chief Director Farmer Support of the Department of Rural, Environment and Agriculture Development (READ) attended the certificate ceremony in Potchefstroom (see Figure 3.6).

Figure 3.6: Water Purification Training (Kamffer, 2017, PowerPoint Presentation: The Department of Defence (SANDF) Contribution to the Developmental Agenda & Other Priorities of Government: Project KOBA-TLALA. Presentation to the Defence Planning Board, 2018, slide 48).

- Participation in the 2016 Provincial Agricultural Growth & Investment Show in Mahikeng. A team of 10 Res members who underwent the water purification training in Potchefstroom participated in the 2016 Provincial Agricultural Growth & Investment Show in Ramatlabama near Mahikeng from 22 to 25 November 2016. During the show, a water purification demonstration was given to the Premier of the NW, Mr Supra Mahumapelo, to gain his support and buy-in for the project. He responded positively and instructed his Member of the Executive Council (MEC) for Rural Development to investigate the purchasing of sets of equipment for the Province.

- Community Development and Liaison Course. The first course was successfully presented in Bloemfontein to 10 Res members of Regiment President Steyn (Res unit) over the period 14 to 18 November 2016. The idea was to train Res members when they were not called up to be utilised in conjunction with the provincial government to facilitate developmental initiatives in rural communities. The short course provided the opportunity for the development of specialised skills that could mobilise communities and assist them in planning and implementing activities that could improve their economic, social, cultural and environmental conditions.

Members were also equipped with a problem-solving model to identify challenges in communities and find solutions. In total five Community Development and Liaison Courses were presented to 70 Res members from 8 Res units (see Figure 3.7).
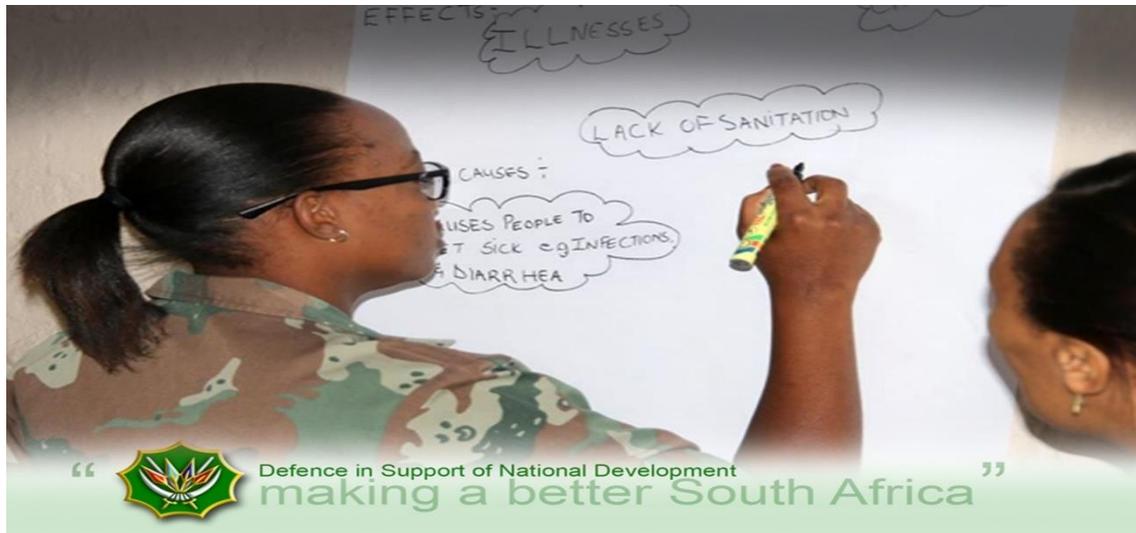
Figure 3.7: Community Development and Liaison Courses (Kamffer, 2017, PowerPoint Presentation: The Department of Defence (SANDF) Contribution to the Developmental Agenda & Other Priorities of Government: Project KOBA-TLALA. Presentation to the Defence Planning Board, 2018, slide 53).

- Presentation to the Economic Cluster. The SA Army was invited to give a presentation to the Director Generals (DGs) of the Economic Cluster on 24 November 2016 with specific reference to the pilot project in the NW and the link with the nine-point plan of government. The presentation was extremely well received, and the DOD was commended for its work. It was proposed that the DOD should work with the Project Management Unit (PMU) of the Economic Cluster and form a partnership to make an impact on the developmental agenda of Government. It was also proposed that part of the DOD plan be included in the presentation at the Cabinet Lekgotla early in 2017.

3.4.3   *SA Army Landward Defence Significant Achievements FY 2017/18*[9]

Rural Development Pilot Programme

The SA Army continued with the expansion efforts for Rural Development in FY 2017/18 and activities manifested in the following manner:

- Rural Development Meetings. The SA Army participated in rural development meetings with organised agriculture in the Free State. The meetings were attended by Chief Logistics and the African Farmers Association of South Africa (AFASA) with the intention to create opportunities to ensure that the developing emerging commercial farmers have a role to play in Agri-related matters. The main objective with the SANDF and AFASA initiative was to primarily facilitate the entry of black farmers into the mainstream agricultural and agri-processing economy, by lobbying the government to assist emerging farmers with accessing farming resources. Other initiatives included meetings with the NW Steering Committee in Mahikeng. Priorities included the implementation of a roadshow under the auspices of the Department of READ, to inform small-scale and emerging farmers about the rural development project; initially focusing on the procurement of meat for military bases in the NW, engaging the Department of Water and Sanitation in terms of the further roll out of the water purification initiative; and including the Marang co-operative (formed by NW Res members) in planning.

- Partnerships with Members from the House of Traditional Leaders in the Eastern Cape (EC). On 18 October 2017, D Army Res and the General Officer Commanding (GOC) SA Army Inf Fmn paid a visit to King Ndamase and his Council at Libode in the EC. The purpose of the visit was to inform the King and his Council of the advantages of Project KOBA-TLALA for the EC region and to explore avenues of cooperation between the SANDF and the King. In March 2018, the SA Army (D Army Res and the GOC Inf Fmn) conducted a visit to Chief Sibongile Dumalisile and his Council at Willowvale in the EC to observe the successful model that they had

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[9] Republic of South Africa (http://www.dod.mil.za), SA Army Landward Defence Annual Report FY 2017/18, April 2018.

implemented for a Macadamia farm (see Figure 3.8).

Figure 3.8: Meeting between King Ndamase, council members and the Department of Defence representatives in Libode, Eastern Cape (Kamffer 2018, PowerPoint Presentation: The Department of Defence (SANDF) Contribution to the Developmental Agenda & Other Priorities of Government: Project KOBA-TLALA. Presentation to the Defence Planning Board, 2018, slide 80).

- Decentralised Procurement and the Development of New Suppliers. Various meetings were held with small-scale farmers from NW and Gauteng, representing the National Emergent Red Meat Producers' Organisation (NERPO) and AFASA. The purpose of these meetings was to identify a plan to align the farmers with Project KOBA-TLALA and to explain to farmers the process of becoming part of the value chain in the SANDF. A pilot phase of the Decentralised Procurement initiative was successfully initiated in the NC in partnership with Petra Diamonds and the Petra Foundation.

- Participation in the 8th National Rural Development Conference. The SANDF played a leadership role during the 8th Annual Rural Development Conference presented over the period 24 to 25 May 2017 in Johannesburg. D Army Res (project director) made a presentation to the delegates in attendance addressing the theme "New Realities, New challenges and New opportunities for tomorrow's Generation". This presentation

emphasized the SANDF's role in support of the nine-point plan and other priorities of Government.

3.4.4   *SA Army Landward Defence Significant Achievements FY 2018/19*[10]

Project KOBA-TLALA

Several milestones and the expectations of the development of "vibrant, equitable, sustainable rural communities" contribution towards food security in Republic of South Africa (RSA) were achieved. Below are some of the main milestones achieved by Project KOBA-TLALA:

- The use of the military footprint in the rural and semi-rural areas gave effect to decentralised procurement and thereby embedding military units in rural local economies.

- A total of 13 messes were commercialised in the SA Army during the FY 2018/19 period resulting in huge amounts being spent locally in those geographical areas. The Project KOBA-TLALA team facilitated a process whereby small-scale and emerging farmers and local SMMEs that qualify became part of the value chain.

- Assisted with the facilitation of a process whereby commercial farmers, small-scale and emerging farmers can join hands in co-operatives from which the DOD is able to procure agricultural and other products, goods, and services.

- Co-operation with several national, provincial and regional agricultural organisations had been developed. Not only large, formal organisations were involved, but also particular progress had been made regarding co-operation with AFASA and NERPO. In addition, dozens of smaller co-operatives had been established by project beneficiaries that already form part of the agricultural provisioning value system and Women in Agriculture and Rural Development (WARD).

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[10] Republic of South Africa (http://www.dod.mil.za), SA Army Landward Defence Annual Report FY 2018/19, April 2019.

- The reskilling of predominantly unemployed Res in a variety of skills to enable their utilisation in their local communities.

- More than 470 Res members benefited from opportunities. Five Security Training courses, eight Community Development and Liaison courses, three Agri-related training courses and a Hydroponics Farming course were presented in FY 2018/19.

- More savings were brought about by the co-operation and financial support of SASSETA and other Sector Education Training Authorities (SETAS). More than Rm 2 was allocated by SASSETA for reskilling.

- Co-operation and engagement with the Department of Agriculture RDLR were to map the commercialised Army messes with their Department of Agriculture and RDLR projects (involving small-scale farmers) close to military installations.

3.5   *Other SANDF Initiatives Linked to Project KOBA-TLALA*

Other SANDF activities have been planned and introduced by the SANDF that are linked to Project KOBA-TLALA initiatives but not officially planned, directed, orchestrated and controlled under the auspices of Project KOBA-TLALA. These contributions are regarded as contributions in support of the developmental agenda of Government and contribute in the 'Support to the People'.

In order to effectively position and share the SA Army's contribution to the achievement of the end state of the other initiatives linked to Project KOBA-TLALA, the sections below will extrapolate the significant achievements of the SA Army from FY 2015/16 to FY 2018/19 taken from the SA Army Landward Defence ARs to reflect the achievement of performance against strategic indicators and targets. This information is annually published as an integrated reflection of the DOD and is open for public scrutiny. The SA Army supported Outcome 5: Skilled and capable workforce to support an inclusive growth path and contributions to Outcome 3: All people in South Africa are and feel safe.

3.5.1   *SA Army Landward Defence Significant Achievements FY 2015/16*[11]

Youth Leadership Training

The SA Army supported Outcome 5: Skilled and capable workforce to support an inclusive growth path. This manifested through the following initiatives:

- The SA Army assisted with the presentation of the Youth Leadership Development Programme (YLDP) training. The training was presented at various intervals at 3 SA Infantry (Inf) Battalion (Bn), Kimberley. In total, 924 members graduated. This initiative formed part of the continuous DOD support to the Department of Agriculture and RDLR. The SA Army assisted the Department Social Development (DSD) with the presentation of a youth camp hosted by 3 SAI Bn, Kimberley for which 820 young people reported to be trained.

- The SA Army Artillery (Arty) Formation (Fmn) hosted a NW Youth Entrepreneurship Training Camp (304 young people attended) in Potchefstroom over two different periods in March 2016. The youth camp aimed to expose the youth to job opportunities and empowerment programmes in all departments, state-owned entities (SOE) and the private sector. The SA Army supported the initiative through accommodation, messing and training facilities and military personnel available for command and control purposes.

- 3 SAI Bn, Kimberley assisted Transnet in the Northern Cape Province (NC) with the presentation of a Teenage Health Camp to 715 young people over the period 25 to 28 February 2016. Presentations on the importance of patriotism and discipline in modern life were given to the young people.

- Four SA Army Res units (SA Irish Regiment [Johannesburg], Regiment De La Rey, [Potchefstroom], First City [Grahamstown] and Cape Town Rifles [Cape Town] presented Induction Training to 202 Young Lions (YLs)[12] during the reporting period.

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[11] Republic of South Africa (http://www.dod.mil.za), SA Army Landward Defence Annual Report FY 2015/16, April 2016.

[12] The SA Army Young Lions is a project initiated in 2009 by the Chief of the SA Army with the intention to promote amongst selected youth from various schools discipline, adventure, skills development and training.

The training was presented to scholars in the disciplines of leadership skills, physical training, exposure to simulation, lectures on the SA Army and the Infantry, fire prevention and firefighting, inspections, subject selection at schools, code of conduct, practical field craft and demographics, personal hygiene, drill, mess etiquette, navigation, musketry, swimming, map reading and social issues.

Bridge Building by SA Army

Further contributions to Outcome 3: All people in South Africa are and feel safe, manifested in the SA Army's contribution planning and building of four low-cost bridges in the Eastern Cape Province at Mancam, Zazulwana, Bawa and Amazizi during FY 2015/16 for the upliftment of the people of South Africa. The National Department of Public Works (NDPW) provided the financial resources. The SA Army Engr capability provided the labour to execute this government initiative.

Support to the People

The SA Army deployed water bunkers to wanting communities to provide water relief in drought-stricken Free State Province areas to support Op CHARIOT[13] as part of its contribution to humanitarian assistance and disaster relief.

3.5.2   *SA Army Landward Defence Significant Achievements FY 2016/17*[14]

Youth Leadership Development

The SA Army made a concerted effort to contribute to support Outcome 5: Skilled and capable workforce to support an inclusive growth path.

- The SA Army (SA Army Inf, Intelligence [Int] and Arty Fmns) hosted nine-week-long Youth Entrepreneurship Service Camps over different periods during FY 2016/17.

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[13] Humanitarian Assistance and Disaster Relief.

[14] Republic of South Africa (http://www.dod.mil.za), SA Army Landward Defence Annual Report FY 2016/17, April 2017.

The camps were hosted at the School of Tactical Intelligence and SA Army Arty units in Potchefstroom, 2 SAI Bn in Zeerust and 10 SAI Bn, Mahikeng in the NW. The initiatives were in support of the MOU between the MODMV and the Premier of the NW. The youth camps were essentially aimed at addressing the triple challenges of poverty, unemployment and inequality affecting the youth in the NW. In total, 1520 participants/young people participated in the camps.

- The SA Army presented two YLDPs during 2016 at 3 SAI Bn, Kimberley. A total of 1265 learners (546 males and 719 females) reported for the courses. One thousand two hundred and fifty-seven leaners graduated and eight leaners withdrew from the programmes. This initiative was part of the continuous DOD support to the Department of Agriculture RDLR.

- The 2016 DSD Youth Camp was presented at 3 SAI Bn over the period 03 to 13 December 2016. Nine hundred and two members reported and completed the training. The SA Army provided administrative support in the form of accommodation and meals. The DSD provided the officials for the facilitation of the training.

Bridge Building by SA Army

The SA Army (SA Army Engr Fmn) assisted with the construction and completion of four low-cost bridges in the EC as part of Operation CHARIOT. The completed bridges were handed over to the NDPW on 25 May 2016. Further initiatives included the pre-assessment and feasibility studies of other possible bridge construction opportunities in the EC and Limpopo Province. The joint venture and cooperation between the DOD and NDPW created the conditions for the residents of the identified areas to enjoy the benefits of unobstructed movement, resulting in better living conditions. It emphasized the outcome and spirit of "Support to the People". These initiatives formed part of support to Outcome 3: All people in South Africa are and feel safe.

Support to the People

Support to the people of SA was emphasized through the SA Army's contributions to Operation CHARIOT. Water was delivered with a water bunker to the KwaMhlanga Local

Municipality Clinic in Bronkhorstspruit, Mpumalanga Province on 20 October 2016 after the water tanks at the clinic had run dry. These initiatives formed part of support to Outcome 3: All people in South Africa are and feel safe.

3.5.3 *SA Army Landward Defence Significant Achievements FY 2017/18[15]*

Youth Leadership Development

The SA Army contributed to Outcome 5: Skilled and capable workforce to support an inclusive growth path and this was adhered to in the following fashion in support of the national imperatives of government:

- The SA Army trained 1 731 YLDP learners during FY 2017/18. The SA Army was responsible for character building, which included drilling, physical training, leadership exercises and neatness inspections. Rations, training facilities, accommodation, control personnel, instructors and support staff (chefs and cleaners) were provided by the SA Army. The Department of Agriculture RDLR provided the funds in accordance with the SLA.

- The SA Army planned the training of 1 000 DSD young people to attend Youth Camps. Eight hundred and fifty-seven young people reported to 3 SAI Bn, Kimberley. At provincial level, 200 young people were trained at Army Support Base (ASB) Bloemfontein and 171 young people were trained at 4 Arty Regiment, Potchefstroom. The SA Army was responsible for character building. Rations, training facilities, accommodation, control personnel, instructors and support staff (chefs and cleaners) were provided by the SA Army. The DSD provided the funds in accordance with the SLA.

- The SA Army Headquarters [HQ] 43 SA Brigade [Bde]) hosted a three-day camp for the Walter Sisulu Child & Youth Care Centre (Reform Centre for Teenagers) where various activities such as field craft, survival skills, ceremonial drill, musketry, route

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[15] Republic of South Africa (http://www.dod.mil.za), SA Army Landward Defence Annual Report FY 2017/18, April 2018.

march and presentations on leadership and resilience were presented to 102 young people.

Bridge Building by SA Army

The SA Army (SA Army Engr Fmn) continued to assist the NDPW with reconnaissance of 8 bridges in the EC and 13 bridges in Limpopo. The planning for the rebuilding of the Zazulwana Bridge (EC) was finalised and handed over to NDPW. Other small refurbishments on the Bawa Bridge (EC) were completed in June 2017.   All the contributions formed part of the SA Army's ongoing support to Operation CHARIOT.

3.5.4   *SA Army Landward Defence Significant Achievements FY 2018/19[16]*

Youth Leadership Development

The SA Army made a concerted effort to contribute to and support Outcome 5: Skilled and capable workforce to support an inclusive growth path.

- The SA Army presented an YLDP from 03 April to 20 July 2018. Seven hundred and eighty-one members (109 members at Thaba Nchu National Rural Youth Service Corps [NARYSEC] College, 273 members at SA Air Defence Arty School and 399 members at 3 SAI Bn) were trained during the programme. The SA Army was responsible for command and control and presented the character-building phase, which included buddy aid, physical training, leadership, drill, survival skills, civic education and military security.

- The SA Army presented a Youth Service Training Programme (YSTP) over the period 28 February to 12 July 2018 at 6 SAI Bn, Grahamstown. Three hundred and ninety-one members (229 women and 162 men) were trained. The SA Army was responsible for command and control and presented the character-building phase, which included buddy aid, physical training, leadership, drill, survival skills, civic

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[16] Republic of South Africa (http://www.dod.mil.za), SA Army Landward Defence Annual Report FY 2018/19, April 2019.

education and military security.

- Six (6) DSD camps were hosted by the SA Army in NC, NW, Gauteng (GP) and KwaZulu-Natal (KZN). The focus was on presenting military operations that included basic drill, importance of patriotism, basic survival skills and the SANDF rank structure and military careers in the SANDF. Two thousand two hundred and ten youth members were exposed to training during the camps presented by the SA Army.

- The SA Army (HQ 43 SA Bde) hosted the Walter Sisulu, Don Mattera and Father Smangaliso Mkhatshwa Child and Youth Care Centres over the period 03 to 06 May 2018 in the Bde unit lines. The aim was to contribute to the development of young people from disadvantaged communities. Eighty-nine children and personnel attended the weekend. Subjects that were covered with the children included the role of the SA Army, core functions of the SA Army Armour, SA Air Defence and SA Specialised Infantry, sharing of life orientation information and leadership exercises in class format. The youth participated in physical training and inspections during the mornings.

Bridge Building by the SA Army

The SA Army was tasked to assess nine bridge sites in the EC as part of Ministerial Pledge Bridges. The SA Army Engr Fmn assessed nine bridges and submitted reports to the NDPW. The SA Army Engr Fmn completed two bridges at Nyosana and Matatiele and was preparing to commence with the preparations to erect the third bridge (pedestrian) in Zazuwana near Port St Johns (EC). This SA Army contribution supports Operation CHARIOT.

Support to the People

The SA Army Engr Fmn deployed 145 Res and 55 Regular (Reg) members, mostly artisans from 1 Construction Regiment and Field Sappers from 2 Field Engr Regiment as part of Operation PROSPER (support to other government departments) to assist the NDPW and Emfuleni Local Municipality. Project VAAL RIVER was introduced to address the disaster of sewerage in the area; military engineers guarded 46 sewerage pump

stations against criminal activities and executed limited engineering tasks in cooperation with external service providers. The SA Army was actively involved in the development of the MOU for the Vaal River water purification project with civilian stakeholders including the Department of Water and Sanitation. Over and above this initiative, the SA Army deployed one officer to Lichtenburg Municipality, NW to provide advice on infrastructure collapse (sewage system failure).

The SANDF was called to assist people trapped by flooding after torrential rains pounded parts of KZN. The MODMV, Minister Mapisa-Nqakula instructed members of the defence force on 22 April 2019 to assist in flooded areas in and around Port St Johns (The Mercury, 23 April 2019).

3.6　　　Chapter Conclusion

This chapter examined the role of public policy as legislation that dictates the broader role of the SANDF to contribute to the national developmental agenda of Government. The focus was to identify the roles and responsibilities of the SANDF in terms of the secondary functions and mandate and to be able to show the potential for 'what the Defence Force is for'. The chapter also emphasized the role of Project KOBA-TLALA since its inception as part of the initiatives of government and the practical application of the implementation of the project over time to address the developmental agenda of Government, supporting the nine-point plan and also bringing the outcomes of the Defence Review 2015, Goal 4, task 13 to fruition. The chapter identified the significant achievements of Project KOBA-TLALA since FY 2015/16 and also focused on the other initiatives of the SANDF linked to Project KOBA-TLALA.

There is a potential expectation identified by the South African Government that the DOD and specifically the SANDF does have the potential, manpower, equipment, knowledge and experience to contribute to national and societal development. The SANDF has proven over a period of four years since the inception of the SA Defence Review 2015 that it can contribute to secondary functions as reflected in the Constitution with the available resources. The SANDF, specifically the SA Army complied with Government's initiative as communicated in the last four State of the Nation Addresses (SONAs) to embark on radical social-economic transformation to address the triple challenges of poverty, inequality and unemployment.

The following chapter will discuss the research methodology followed for the collection of the research data. The discussion will address the research design, sampling design, procedure for data collection, ethical deliberation and measuring instruments.

CHAPTER 4
RESEARCH METHODOLOGY

4.1   Introduction

The research explored and answered the following problem statement: Will *the SANDF be able to contribute to societal development through Project KOBA-TLALA.* The study aims at exploring *if/how the SANDF can contribute to the developmental agenda of Government.* The approach was achieved through the using of an appropriate research design, research methodology and research tools to extract data that is reliable and valid. In order to answer the research aim, three research objectives and applicable questions were formulated that guided the research process.

The chapter will expound the detail of the research process and discuss the research methodology followed for the collection of the research data. The discussion will address the setting, research design, sampling design, procedure for data collection, ethical deliberation, and measuring instruments.

4.2   Setting

The research was executed primarily within the domain of the DOD, Secretariat of Defence (SecDef), SANDF and other government departments (where it was required) in Pretoria, Gauteng Province. The salient characteristics of the group were civil servants at Chief Director/Director level, senior military officers (serving and/or retired) in the SANDF, and other government officials at Chief Director level in other government departments that function at the strategic level. The choice of appropriate military officers, civil servants and government officials was dependent on their present- or historical involvement in the plan, direct, orchestrate and control of their organisation's Annual Performance Plans (APP) and engagement in the plan, management, execution, control and oversight of Project KOBA-TLALA's objectives and outcomes. These military officers, civil servants and government officials should also have had exposure to the development, interpretation and oversight over government policy, interacted and liaised with other government departments and institutions to bring to fruition the developmental agenda of government.

Five international Directing Staff (DS) were identified that were employed at the South African National War College (SANWC) in Pretoria to solicit their views on the research topic. These foreign African military officers represent the foreign countries of Ghana, Kenia, Nigeria, Uganda and Zimbabwe.

4.3   Research Design

Research design is defined as "… the selection of methods, and their application are always dependent on the aims and objectives of the study, the nature of the phenomenon being investigated and the underlying theory and or expectations of the investigator" (Babbie, Mouton, Vorster & Prozesky, 2007: 49).

The research strategy was qualitative in nature with unstructured interviews and open-ended questionnaires to collect data and was exploratory in nature. Kumar (2014:132-133) indicates that the focus of a qualitative study is to "understand, explain, explore, discover and clarify situations, feelings, perceptions, attitudes, values, beliefs and experiences of a group of people". Babbie (2001: 92) stated "exploratory studies are conducted for three purposes, being to satisfy the researcher's curiosity and desire for better understanding; to study the feasibility of undertaking a more extensive study and to develop the methods to be applied in subsequent studies".

The case study, Project KOBA-TLALA, was officially introduced in South Africa in 2017 and formed the basis of the research. The MODMV instructed that Project KOBA-TLALA be investigated and to act as departure point for the SANDF in its contribution to the developmental agenda and other initiatives of government (Minister Nosiviwe Mapisa-Nqakula, 2017: 1, 2017). Kumar (2014:155) describes the value of a case study as "… become the basis of a thorough, holistic and in-depth exploration of the aspect[s] that you want to find out about". In the 2018 APP, Project KOBA-TLALA indicated certain guidelines that had to be considered, planned and rolled out during the FY 2018/19 to affect the project objectives. The methodology selected for the study focusses on the related Project KOBA-TLALA data and used this as the departure point for the desired end state to be achieved in terms of support to the developmental agenda of Government and other initiatives. A reflection of success stories (ideal) by other militaries in a developmental role throughout world history was used as barometer to project against

Project KOBA-TLALA initiatives. The identification and appreciation of such military developmental opportunities identified the aperture in Project KOBA-TLALA where action can be enforced to further support the governmental agenda of government.

4.4   Sampling Design

Convenience sampling was used to identify the selection of the sample from the population. Kumar (2014:244) describes convenient sampling as guided by the convenience of geography, accessibility, other known contacts, being part of the group (focus) or willing to undertake the study. The rationale for this approach was that it was convenient for the researcher from a geographical point of view and the interviewees were easily accessible. The potential interviewees were all situated in Pretoria. The second-tier advantage of the convenience sampling was the possible additional respondents that could be identified when engaged in the interviews. Four target groups were identified to solicit the data from, being the SANDF, SecDef, other government departments and foreign international DS from Ghana, Kenia, Nigeria, Uganda and Zimbabwe. The sample was divided as follows:

4.4.1   SANDF (Public Sector)

Eight senior South African officers in the SANDF, with between 20 and 40 years of experience, were identified to be interviewed (see Table 4.1). The complement of South African officers included five serving Regulars (generals), two serving Reserves (generals) and one retired general (see Appendix B). The SANDF officers have been directly or indirectly involved in the directing, planning, orchestration and control of DOD-related objectives and outcomes, as well as Project KOBA-TLALA-related activities at different levels of command. Some of these senior officers were engaged in the contribution of the ideas pertaining to the SA Defence Review 2015, amongst other contributions to Project KOBA-TLALA. These officers have been engaged in or contributed directly or indirectly to the day-to-day command and control within the DOD and SANDF at different levels of command to enforce activities that potentially could contribute to the achievement of the developmental agenda of Government.

Table 4.1: Interviews with Senior Officers (Regulars and Reserves) in the SANDF (Serving and Retired)

Rank	Position in Service/Division	Gender	Socio-economic status	Employment Status
Lieutenant General	Chief of Service	Male	African	Serving Regular
Major General	Former Deputy Chief of Service	Male	White	Retired
Major General	Chief Director	Male	African	Serving Regular
Major General	Deputy Chief of Division	Male	White	Serving Regular
Brigadier General	Director	Male	White	Serving Reserve
Brigadier General	General Officer Commanding of SA Army Brigade	Male	African	Serving Regular
Brigadier General	Director	Male	Coloured	Serving Regular
Brigadier General	Director	Male	White	Serving Reserve

4.4.2   *Defence Secretariat (Public Sector)*

Two civil servants were identified in the SecDef, (see Table 4.2) to entice their opinions, views and perceptions on the research topic (see Appendix B). These interviewees were identified because they were directly or indirectly involved in the formulation of policy and or the interpretation thereof for Defence-related issues. They also interacted or oversaw issues of mutual value pertaining the developmental agenda of Government with other government departments, directly engaged, interacted and contributed at the highest command, control and decision-making bodies in the DOD, being the SecDef, Plenary Defence Staff Council (PDSC), Military Council (MC) and Military Command Council (MMC).

Table 4.2: Interviews with Civil Servants in the Defence Secretariat

Appointment	Department of Defence	Gender	Socio-economic status
Chief Director	Defence Secretariat, Defence Policy	Male	White
Deputy Director	Defence Secretariat, Defence Policy	Female	White

4.4.3   *Other Government Departments (Public Sector)*

One government official was identified at the Department of Agriculture Rural Development and Land Reform (RDLR), (see Table 4.3) to obtain the opinions, views and perceptions on the research topic (see Appendix B). The contribution of the data by the respondent will shed light on the interaction and work relationship between the DOD, specifically the SANDF and the Department of Agriculture RDLR.

Table 4.3: Interview with Government Official in Department of Agriculture RDLR

Appointment	Government Department	Gender	Socio-economic status
Chief Director	Department of Agriculture RDLR	Male	White

4.4.4   **Open-Ended Questionnaires**

Babbie & Mouton (2009: 233) describe an open-ended question as the way the respondent is requested to provide his or her answer to the question.

The questionnaires (see Appendix C) were forwarded to five foreign African military officers, acting as foreign international DS (see Table 4.4) that represent African militaries. The foreign African military officers are employed on an exchange basis at the Joint Senior Command and Staff Programme (JSCSP), SANWC in Pretoria as international DS members. They support the South African DS to facilitate the delivery of the military curriculum to South African military senior officers. The reason why these foreign African military officers have been selected is that there are historical examples of these respective foreign countries contributing militarily to national development. These foreign African military officers have general knowledge on the research topic and were able to contribute information on how their militaries approach national development. Questionnaires were also issued to one serving South African Reserve senior officer (see Table 4.5) and one academic (see Table 4.6). The reason why the questionnaire (see Appendix B) was forwarded to the serving Reserve senior officer was that he was the leader for Project KOBA-TLALA. He resides in Cape Town and was not readily available to participate in an interview in Pretoria. One questionnaire (see Appendix B) was forwarded to a specific independent academic researcher because of an article that he researched

and produced on a similar topic in the past and his specialist knowledge on the military in general. The issues for the questionnaire were pre-determined by the researcher in relation to the questions posed in the interview schedule. The questions posed to the foreign international DS were designed to allow them to reflect and add value to the research topic with the contributions their African countries have made to national development over time.

Table 4.4: Open-Ended Questionnaire for Foreign African Military Officers

Rank	Defence Force	Gender	Race
Colonel	Nigeria Defence Force	Male	African
Lieutenant Colonel	Ghanaian Defence Force	Male	African
Lieutenant Colonel	Kenia Defence Force	Male	African
Lieutenant Colonel	Uganda Defence Force	Male	African
Lieutenant Colonel	Zimbabwe Defence Force	Male	African

Table 4.5: Open-Ended Questionnaire for South African Army Reserve Officer

Rank	Defence Force	Appointment in SANDF	Gender	Race
Lieutenant Colonel	SANDF	Serving SA Army Reserve Officer (SA Army Armour Officer)	Male	White

Table 4.6: Open-Ended Questionnaire for Academic

Rank	Academia	Institution	Gender	Race
Mr	Academic	Independent Researcher	Male	White

4.5   Data Collection

Interviews were conducted in an unstructured fashion with the identified sample of interviewees. Kumar (2014:177) indicates that unstructured interviews allow total freedom in terms of the 'structure, contents, question wording and the order of such'. The researcher was free to set questions that were required and relevant to the specific situation. The value of the unstructured question format was captured in the opportunity to

explore the issue at hand to a greater extent but also raised issues at the spur of the moment to gain more clarity on the matter under discussion.

A questionnaire with open-ended questions was prepared for distribution to the identified participants. According to Kumar (2014:178), a questionnaire is a "written list of questions, the answers to which are recorded by the respondents". The respondents are in the position to read the questions, interpret the requirement for themselves and then write down their answers according to their interpretation and perception on the issue that requires clarification (Kumar, 2014:178). Some of the advantages of the administering of a questionnaire are that it is less expensive, and offers greater anonymity. The disadvantages of a questionnaire are it has limited application, meaning it is limited to a population that can read and write and it has a low response rate; there is evidence of self-selecting bias; it does not allow opportunity to clarify issues; there is no opportunity to engage in spontaneous responses; the responses to questions may be influenced by the responses to other questions; the chances are that others not involved in the answering of the questionnaire can influence the participant; and finally a response cannot be supplemented with other information (Kumar, 2014:181-182). The questions were aligned with the questions identified for the interview schedule with small changes to the formulation of the questions to accommodate the African foreign military officers that had to participate in the completion of the questionnaire. The reason for this action was that these African foreign military officers were not familiar with the Constitution of the Republic of South Africa, the Defence Act and the White Paper on Defence as legislation employed in South Africa (SA).

In order to gain authority to continue with the research within the ambit of the SANDF, a formal letter was drafted and forwarded to Defence Intelligence (DI), sub-division Counter-Intelligence (CI). DI granted authority (see Appendix D) to continue with the research and this letter accompanied a letter to the Stellenbosch University Faculty Ethics Screening Committee (FESC) to request ethical clearance to collect the data required to complete the research outcome required. The FESC reviewed the application and subsequently classified the research as a low risk. Approval was granted to continue with the research (see Appendix E).

4.5.1 Data Collection Procedure

The researcher liaised with the director and leader of Project KOBA-TLALA on 2 occasions in 2019 prior to the commencement of the research to gain first-hand knowledge of the background to Project KOBA-TLALA and exchange ideas on how to approach the research. The outcome of the discussions identified two possible approaches to collect the data.

The first approach was to identify possible interviewees that would be an ideal source of information and be beneficial to add value to the achievement of the outcome of the research. The researcher approached the potential interviewees personally via telephone and email to determine their willingness to participate in the research. The researcher drafted a basic letter with the background of the research study, a short description of the requirement and the value of the contributions for the DOD and forwarded this to the potential interviewees and individuals identified to participate in the filling out of the questionnaire.

Once the potential interviewees responded positively to voluntarily participate in the research, the researcher communicated via email and telephone to arrange the agreed-upon appointment date and the preferred venue where the interview was going to be done. The researcher explained to the interviewees that they would be required to voluntarily participate in an unstructured interview and that several questions would be posed to them to gain their opinions, perceptions and observations of the topic of the research. The set of questions was emailed to the potential interviewees two weeks in advance for the respondents to prepare themselves to answer the questions satisfactorily on the day of the interview. On the day of the interview, prior to the commencement of the interview, the researcher personally explained the following to the interviewees (see Appendix A):

- what the purpose of the study was;
- that the attendance and participation in the research were voluntary and that the interviewee was welcome to withdraw from the study at any time;
- the contents of the consent form;
- that the contribution would be of confidential nature;

- the interview would be audio taped; and

- the structure of the interview and layout of the questionnaire that would be administered.

After the completion of the interviews, the participants were thanked for their willingness to participate in the research.

The second approach to the collection of the data included the design and development of a questionnaire with open-ended questions. The researcher personally explained the purpose of the research to the five African international foreign DS at the SANWC. At the time, the researcher expressed the requirement that a focus group would be the ideal method to collect the desired data. The African international foreign DS believed they would be more comfortable to contribute their views and opinions in a questionnaire with open-ended questions and thus could express themselves freely. These questionnaires were prepared electronically and forwarded to the respondents via email. The questionnaire included the specific instructions pertaining to the completion of the open-ended questions. The researcher used one of the international foreign DS at the SANWC as the nodal point who agreed to assist with the distribution of the electronic questionnaires to the other international foreign DS.

The researcher distributed an electronic questionnaire with open-ended questions to the leader of Project KOBA-TLALA because it was not possible to interview this senior Reserve officer in Pretoria with the option to email the responses back to the researcher. The researcher also forwarded a questionnaire for completion to an academic and requested that the responses, once completed, be emailed to the researcher. The researcher explained the requirement of the research and the outcome to be achieved to the five African international foreign DS, the SA Army Reserve officer and the academic in an email to request their participation in the research. The information in the email included the background to the research, administrative arrangements, and the questionnaire with the following information for the benefit of the respondents:

- what the purpose of the study was;
- that the attendance and participation in the research were voluntary and that the respondent was welcome to withdraw from the study at any time;

- the contents of the consent form;
- that the contribution would be of confidential nature; and
- the structure and layout of the questionnaire and the specifics for the completion of the questionnaire.

The researcher prepared a letter of appreciation to each of the participants to express gratitude for their willingness to contribute and enhance the understanding on the role that the SANDF can play in societal development.

The researcher intended to interview eight senior officers in the SANDF (Regulars and Reserves) of which only five interviews were completed. The three interviews that did not materialise were mainly because of operational conditions of interviewees that prevented them from participating. Six questionnaires were distributed and returned.

4.6   *Ethical Deliberation*

The ethical standards in the research were enforced through obtaining consent from the participants and their willingness to participate in the study. Participation was voluntary. The participants were informed well in advance about the purpose of the research through relevant email and telephone communication in terms of the background of the research, the value for the DOD and specifically the SANDF; the duration and relevant time identified to participate in interviews and completion of questionnaires; and the preferred venue of choice to be identified by the interviewee. The participants were all required to complete a written consent form to agree to their voluntary participation in the research. The researcher ensured confidentiality and anonymity of the data gathered and the safe keeping thereof would be accordingly managed.

The researcher explained to the respondents participating in the interviews and the completion of the questionnaires that the outcome of the research would be captured and shared within and outside the DOD and would be beneficial to the organisation and to society. The researcher took all possible care that participants' contributions were voluntary, and they were uncoerced.

The researcher familiarised himself with the Code of Research Ethics of Stellenbosch University and applied the guidelines during the interaction with the research participants.

4.7 Research Instrument

The research was dependent on two methods of data collection. The first method was using unstructured interviews and the second method was the design and development of a questionnaire with open-ended questions. The common denominator for the identification of appropriate questions to pose to gather research data were the research problem statement, research objectives and the research questions identified. The two methods are described below.

4.7.1 Unstructured Interviews

The unstructured interviews were designed to form part of the interview schedule and were communicated in advance to the interviewees. The information was communicated to the interviewees two weeks in advance before the interview was scheduled. The information communicated to the interviewee included an introduction, problem in context, the aim of the study, problem statement, research objectives, a short background to Project KOBA-TLALA and instructions for the participation in the interview. The researcher was free to ask questions whatever was pertinent to the research topic to gain understanding and which was relevant to the situation.

The questions posed to the interviewees were pre-tested through the availing of the potential questions to the director and the leader of Project KOBA-TLALA who was employed at the SA Army. The questions were also made available to one of the senior officers employed at the SA Army Reserve office, who were involved in Project KOBA-TLALA related activities. All the suggested corrections to the potential questions were reworked to ensure that ambiguity in understanding was negated. The questionnaire was divided into three research objectives with sub questions. In total 14 questions were posed to address the research topic.

4.7.2 *Questionnaire*

According to Babbie, (2010:255) surveys are used for "descriptive, explanatory and exploratory purposes". Surveys are used in studies that focus on individual people as the units of analysis and that must act as the respondents. Surveys also include questionnaires that are used as an instrument "specifically designed to elicit information that will be useful for analysis" (Babbie, 2010:255). The questionnaire is defined as "a document containing questions and other types of items designed to solicit information appropriate for analysis" (Babbie, 2010:256). The questionnaire was designed to require the respondent to provide answers to open-ended questions that would shed more light on the topic of research. Babbie (2010:256) defines open-ended questions as "questions for which the respondent is asked to provide his or her own answers".

The open-ended questions that were designed for the interview schedule were used to pose to the respondents that participated in the questionnaire. A SA Army Reserve officer was exposed to this questionnaire for pre-testing the formulated questions as he had in-depth knowledge of Project KOBA-TLALA because he was appointed the leader for the project. The questionnaire that was issued to the five African foreign military officers for completion, the senior SA Army Reserve officer and the academic was similar in nature as the interview questions posed to the interviewees. The main drive in terms of the questions were similar in nature with the exception that the foreign African military officers were required to draw their responses closer to their own country's militaries and additionally identify examples where their militaries contributed to national development in their respective foreign countries. The reason for this request was because their respective militaries have been involved in national development in history and thus, would be able to make such contributions based on their knowledge and experience in their African militaries.

4.8 *Data Analysis*

The research design made provision for triangulation to enhance the validity and reliability of the study. Denzin, cited in Babbie and Mouton (2009:275), defines triangulation as "the use of multiple methods, is a plan of action that will raise sociologists [and other social researchers] above the personal biases that stem from single methodologies. By

combining methods and investigators in the same study, observers can partially overcome the deficiencies that flow from an investigator or method". The aim of the research was to analyse and determine the perceptions, opinions, views and futuristically inclined ideas on the research topic as the typical solution for the ideal contribution of Defence to the developmental agenda of Government.

According to Kumar, (2014:317), a suitable approach to data analysis in a qualitative study is to "identify the main themes that emerge from your field notes or transcription of your in-depth interviews and writing about them, quoting extensively verbatim". The approach required content analysis to write about the findings and analysing the contents of the interviews and the field notes that were captured in support of the data collection process. The data were analysed manually to support a framework for the research report by transcribing the field notes and to determine the main themes by analysing the content of the information gathered in the field. The process covered a 4-step process being step 1, identifying the main themes, step 2, coding the main themes, step 3, classifying the responses under the main themes and finally, step 4, the integration of the themes and the responses into the text of the report. (Kumar, 2014:318). Microsoft Word was used to support the analysis of the data. All the interviews were recorded and transcribed. The questionnaires received were analysed in relation to questions posed to similarly find the relation to the themes identified.

4.9 Chapter Conclusion

This chapter examined the sampling design followed by the procedure that was followed when data were collected for the purpose of the research study. The chapter also focused on the ethical deliberations and the explanation of the research instruments implemented to obtain the data. Finally, the chapter provided a concise overview of the statistical analyses of the present study.

The following chapter will expound on the data collection and the analysis thereof.

CHAPTER 5
DATA COLLECTION AND ANALYSIS

5.1   Introduction

This chapter will focus on the results obtained from the interview schedule and the questionnaires that were offered to the identified participants. The results of the present study will be presented fourfold – the research data captured for the senior officers in the SANDF, the Defence Secretariat, the Department Agriculture Rural Development and Land Reform (RDLR), and the data obtained from the questionnaires completed by the respondents.

This approach is followed to reflect differences and the similarities between the responses captured. The approach to the qualitative study is to reflect on the transcribed field notes, and to determine the main themes by analysing the content of the information gathered in the field. The process covered a 4-step process being step 1, identifying the main themes, step 2, coding the main themes, step 3, classifying the responses under the main themes and finally, step 4, the integration of the themes and the responses into the text of the report (Kumar, 2014:318).

5.2   Data Collected from SANDF Participants

Eight senior officers (Regulars and Reserves) were identified to participate in interviews. Only five of the potential group of senior officers participated which is a 62.5% participation rate. The three senior officers that did not participate were due to work commitments, no response to the invitation to participate and one senior officer that indicated he was uncomfortable or did not possess enough knowledge relating to the topic of research (See Table 5.1). To maintain the anonymity of the participants, they will henceforth be referred to as Respondent 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, and 14.

Table 5.1: Participation of Senior Officers in the SANDF in Interviews

Interview Invitation	Participation in Interview	Non-Participation	Percentage Participation
8	5	3	62.5%

5.3   Data Collected from the Defence Secretariat (Public Sector)

Two civil servants were identified in the SecDef, (see Table 5.2) to participate in the interviews. Both the civil servants accepted the invitation that is a 100% participation rate.

Table 5.2: Participation of Defence Secretariat Civil Servants in Interviews

Interview Invitation	Participation in Interview	Non-Participation	Percentage Participation
2	2	0	100%

5.4   Data Collected from Other Government Departments (Public Sector)

One government official was identified at the Department of Agriculture RDLR, (see Table 5.3) who agreed to participate in the interview. This is a 100% participation rate.

Table 5.3: Participation of Government Official (Department of Agriculture RDLR)

Interview Invitation	Participation in Interview	Non-Participation	Percentage Participation
1	1	0	100%

5.5   Data Collected from Questionnaires

Five international Directing Staff (DS) were identified that are employed at the South African National War College (SANWC) in Pretoria to solicit their views on the research topic. These international DS represent their foreign countries of Ghana, Kenia, Nigeria, Uganda and Zimbabwe. Except for the questionnaires forwarded to five foreign African military senior officers, one serving South African Reserve senior officer and one academic were also exposed to the completion of questionnaires. Four of the five (80%) foreign African military officers returned a completed questionnaire (see Table 5.4). A 100% response (see Tables 5.5 and 5.6) was obtained respectively on the completion of the questionnaires for the SA Army Res officer and the academic.

Table 5.4: Open-Ended Questionnaire: Participation by Foreign African Military Officers

Invitation to Participate in Questionnaire	Completion of the Questionnaire	**Non-Completion of the Questionnaire**	Percentage Completion of Questionnaire
5	4	1	80%

Table 5.5: Open-Ended Questionnaire: Participation by SA Army Reserve Officer

Invitation to Participate in Questionnaire	Completion of the Questionnaire	**Non-Completion of the Questionnaire**	Percentage Completion of Questionnaire
1	1	0	100%

Table 5.6: Open-Ended Questionnaire: Participation by Academic

Invitation to Participate in Questionnaire	Completion of the Questionnaire	**Non-Completion of the Questionnaire**	Percentage Completion of Questionnaire
1	1	0	100%

5.6 Theme 1: The Developmental State and Role of Defence/Military

The data reflected below were collected to answer the first Research Objective being to define a developmental state and the role of Defence/Military with reference to the military collateral utility. The representation of the data collected will be presented in a theme format.

5.6.1 *Democratic Developmental State*

Participants were asked to respond to the following question**:** Given that many in South Africa, including government see the formulation of a democratic developmental state as the possible answer to the country's social, economic and institutional crisis, what should South Africa be focusing on to achieve the desired outcomes of a developmental state?

Respondents 2 and 4 were of the opinion that the National Development Plan (NDP) must receive attention, which will act as the roadmap for progress, as a democratic developmental state with the emphasis on socio-economic reform. Respondents 4 and 13 were of the opinion that the RSA government must create the climate and conditions for development. Respondent 4 stated that the government should be focusing on creating the necessary effective institutional architecture (what and how the NDP should be

supported) that can support a diversified economy that is not only based on mineral resources. Respondent 7 was of the opinion that a developmental state has an agenda, is founded in social reforms and the government and the state must play a central role to direct the identified outcomes. The key issues that inform the NDP are poverty, health education, job creation, economic growth and skills development. The execution of the NDP remains a challenge.

Respondents 1 and 2 were of the opinion that the focus must be placed on rural development with the emphasis on the area of agriculture. Respondent 1 believed that the establishment of Agri-Hubs will assist with the provision of food to military messes. Respondents 2 and 3 shared the opinion that the creation of sustainable jobs remains a critical area that requires attention in order to establish control over the economy.

Respondent 2 remarked that inequality amongst the people must be addressed and finding employment will allow an income to be generated. Respondent 3 stated that it is critical that the developmental state create enabling economic arrangements for job creation and development to be able to unlock the economy. This is all based on the economic growth factor (transforming and creating jobs, skills development, social cohesion and safety). Respondent 2 agreed that Department Agriculture RDLR will exploit arranged projects and remunerate community members to do the work. Respondent 6 defined a developmental state as "a project of the state that represents the conscious effort through government to improve the socio-economic fabric of its citizens" and is achieved through various socio-economic initiatives. The respondent was of the opinion that the creation of a developmental state must find expression in changing the socio-economic conditions of citizens.

Respondent 3 believed that the developmental state focusses on pillars of power being the pillar of economy and diplomacy and democracy. The respondent believed that there is too much dependency on the state grant system and government must disincentivize this dependency to allow the people to become economically active. This view was shared by respondent 6. The unrestricted access to social grants must be phased out otherwise there will never be a creation of a labour-conscious society. The people of South Africa (SA) must become active producers of goods and services. The developmental socio-economic state project must ensure within the infrastructure initiative that the people

participate in the economy, not only as consumers, but also as entrepreneurs that produce and have access to the markets. Respondent 3 remarked: "We shifted from the pedagogical to such a liberal state that we do not know how to breach this, the education system does not deliver the skills, not the attitudes and the attributes to address economic development". Respondent 1 acknowledges the requirement for social development and education take preference over all other challenges in the country. Respondent 6 argued that a developmental state must improve the equity structure of society, meaning what people can lay their hands on, what people can own and what people can have to make life work. It speaks to the conscious effort to improve the skills base, providing the people with the minimum or substantial resources and even opportunities by government to offer a product or service in order to derive an income to feed their families. The skills base must be improved through education and training. The socio-economic projects or initiatives of being a developmental state should reduce unemployment and should increase the taste and appetite for self-employment.

Respondent 5 was of the opinion that the focus of the contributions for the establishment of a developmental state lies in the intangibles of creating a change of attitude amongst the people of SA from "I am entitled" and "I want" to "Empower me" and "I want to contribute". The respondent believed that there must be a cultural change in SA. The respondent defined a developmental state in broad as "having objectives and good leadership with a buy-in from the population, this means a total buy-in".

Respondent 2 believed that infrastructure development and maintenance thereof is the answer to the challenges of a developmental state. Respondent 10 and 11 agreed that the military-skilled personnel like artisans (builders, engineers, etc.) could engage in national projects like building or repairing bridges, road infrastructure, schools and hospitals.

Respondents 7 and 8 agreed that there is confusion in terms of what a developmental state is. There are two world views on a developmental state. The first is the world view that the state becomes the enabler for the economy to grow, it puts in place the means that enable technology, development, infrastructure, trade relations, education, science, technology, engineering, mathematics (STEM), the 3rd and 4th industrial revolutions. The role of the state is to put all these things in place so that the private sector can grow the economy, generate employment, facilitate economic and technological growth and bring

about development. The opposite world view and dichotomy is the so-called second phase of the democratic revolution that is attached to the developmental state. Government becomes the planner and director of the economy and directs the means of production towards social transformation and the development of the people.

Respondent 9 believed that SA should be focusing on the military to provide security in the primary duty of securing the sovereignty and territorial integrity thereby allowing a suitable and peaceful environment for business to thrive.

Respondents 10, 11 and 12 agreed that military assistance could be provided to other sister departments in times of need; supporting other security agencies like the Police, Customs and Immigration when overwhelmed to ensure a conducive environment for businesses to thrive.

Respondent 12 argued the Constitutional role of defending the country's territorial integrity against external aggression and using relevant skills in the military for developmental purposes during peacetime.

Respondent 14 believed that a 'developmental state' concept as envisaged by the ruling party can never work: Governments cannot create real productive employment and fiat cannot create economic activity. They can use legislation and regulations to enable the people of the country to develop and expand the economy. The body of legislation and regulations is generally hostile to small-scale private enterprise, which is where most job-creation takes place, and the ruling party's political statements discourage investment by large corporations that would create a market for smaller companies.

5.6.2 *Military Collateral Utility*

Participants were asked to respond to the following question: What in your opinion is the collateral utility that militaries possess that can contribute to societal or national development?

Respondents 1 and 7 were of the opinion that the collateral utility of militaries is vested in the government resources and provided to the military i.e. the human resources, the

Military Skills Development System (MSDS) and the youth development programmes. This is in accordance with the understanding of Respondent 2 who believed that the existing human talent in the DOD is part of the collateral utility that must be exploited. This is very prudent in the NARYSEC experience where Defence supported the objectives of Department Agriculture RDLR to train young people to work with groups of people, to instil discipline in them and to focus them in terms of expending collaborative energy to create and doing something together. Respondent 2 regarded military facility establishments in communities, i.e. 3 SAI in Kimberley in the Northern Cape (NC) as resource-based and part of collateral utility of the Defence when it plays an active role in the different programmes with young people i.e. delivery of sport at social clubs and facilities.

There was an opinion that collateral utility of the military be approached more holistically, not in combat value. Respondents 3, 4, 6, 9 and 10 believed that the collateral utility of militaries is vested in the military capabilities that it possesses. There was an opinion that these military capabilities are vast in nature consisting of conventional platforms and equipment that can be used for the advantage of civil authorities and society. The overriding and collateral utility of the conventional capabilities are domain capabilities i.e. the air capability with air assets that can be used, not only for military purposes, but also to support and complement the civilian authority. In the landward environment, expressions of collateral utility are found in the SA Army engineers who can assist with the development of infrastructure to allow the communities in rural areas access to social amenities i.e. shops, clinics and schools, building bailey bridges and execute road construction, building public roads and water purification. The military collateral utility is found in the possible role and value of military intelligence especially the surveillance capability employment and the SA Air Force (SAAF) that possesses an early warning service to identify air threats early. The military has the capabilities to address disaster management requirements that cut across the landward, air defence and maritime domains in man-made and natural disasters and can assist with recovery and rescue efforts during floods and provide food relief and even cooperate with the South African Police Service (SAPS) to create law and order. Other examples where the military was involved included the SA Army engineers assistance with the national crisis at the Vaal Dam as the wastewater treatment facilities were giving in; the military contributions at the hospitals in the NW; interventions at the mortuaries in Johannesburg; and the SA Army

that built bridges in two days to allow people easy access to voting stations. The net effect is reclaiming the confidence of citizens in their government and civil authority.

Respondents 3 and 13 argued that collateral utility is vested in Project KOBA-TLALA through decentralised procurement in communities. Respondent 4 argued that the buying power of the military can be utilised in communities to provide off-take agreements to SMMEs and small-scale and emerging farmers. Respondent 14 also supported local procurement by units in rural and semi-rural areas where the unit's routine of procurement of groceries, office supplies, fuel and lubricants can have a major impact on a small town. Local employment by units in rural and semi-rural areas where the use of troops for much of the work can be substituted by units being encouraged to recruit among local civilians to provide services (such as secretarial work) and facility management (gardening, window washing, electrical and plumbing maintenance, running the sedan vehicle fleet). The advantage of recruiting locally is it creates a closed-loop system where youngsters enter the defence, serves in the local unit and finally retires locally and takes a support job in the unit.

Respondents 5 and 7 were of the opinion that the collateral utility of the military is captured in its organisational capacity, hierarchical structure, military footprint, superior planning capacity and having the ability to orchestrate activities. These attributes of making effective plans and execute control over the execution thereof are absent in the rest of government. The military possesses superior communication skills, are organised, capable and possesses leadership attributes and capacity to achieve the desired outcomes as determined by society. It has the capacity to educate and train people and lead by example. The military should not take over the role of others but rather provide the support and assistance where required, is direction giving, provides ideas and generates initiative to get others to do what they must do.

Respondent 7 was of the opinion that the collateral utility is vested in understanding territorial integrity and defence is completely wrongly configured for this. National Security is about the sovereignty of the country and the ability to pursue without interference. There must be an understanding of the combat utility of the military, the threat scenario and the position of Defence to address the scenario. This is in contrast with the investment in conventional capabilities and equipment. Considering the military strategy perspective

interface with the political world, can the expenditures in conventional capabilities be justified or should the financial expenditure be focused on technology enablers, force multipliers and address the position in the 4th industrial revolution. The respondent argued that there is a new view on what constitutes sovereignty which completely changes the picture in terms of the application of the military. The traditional view on sovereignty, to possess a territory, govern the territory and people do not interfere with sovereignty is a simplistic view. "Sovereignty is the ability of the state to govern and know what happens in its territory". Respondent 3 agreed that the mandate of Defence requires the protection of the territorial integrity of the country and the deployment of the SANDF on the borders. Society measures the success of the military against the number of transgressors or offenders apprehended and if no-one is apprehended, the question is posed whether the military is doing its job or not. The respondent argued that society is much too critical in their assessment of the situation, because if no one is apprehended on the borders it is because the transgressors or offenders are hesitant to transgress, and the military is in fact, executing its task as the collateral utility deployed. "Collateral utility is a subjective term, what is collateral to you is primary to me".

Respondent 10 argued the expertise in construction and specialized fields like mine warfare help to make the environment conducive.

Respondent 11 argued that most professions and trades in the civil sector are also found in the military hence it makes it easier for the military to assist and complete projects once started due to their ability to amass resources, coordinate manpower as well as the ability to accelerate delivery and meet deadlines. The military has an increased level of duty consciousness and loyalty.

Respondents 12 and 13 argued that the discipline, dedication and high level of commitment in the execution of assigned tasks within the militaries is the military collateral utility.

5.6.3 *Summary*

The respondents have diverse opinions on the focus areas that should receive attention to achieve the outcomes of a developmental state in SA. There are opinions that the

introduction of the NDP is the answer with the government accepting responsibility to create the climate, conditions and institutional architecture for development. The creation of sustainable employment remains a critical area to establish control over the economy and improve the socio-economic conditions of the citizens. Social development and education must take preference over other challenges and the skills base of the people must be improved. There is an understanding that the military can contribute to the development and maintenance of the infrastructure and this will contribute to the desired outcomes of a developmental state. There is an opinion that a developmental state concept is not achievable in South Africa and there reigns some confusion about what a developmental state is.

There are different opinions on the concept of collateral utility of the military. There is a strong belief that the collateral utility is vested in the military capabilities that exists i.e. conventional platforms and equipment that can be used to develop infrastructure and complement the civilian authorities. The collateral utility of the military is vested in the support and assistance to other government departments, training the youth of the country and understanding the value of the military to protect the territorial integrity and defence of the country. The military has the ability to amass resources and manpower to meet project delivery requirements in the shortest time span and possesses the discipline, dedication and commitment to achieve the desired outcomes. The involvement of Project KOBA-TLALA creates the opportunity for decentralised procurement that provides the offset for the SMMEs in rural and semi-rural areas to generate income.

It is the Constitution and the mandate that dictates when and where the military will intervene, and this will not lead to a militarised society. There are, however, opinions that the military should remain focused on its core business and not become involved in non-military roles because it will create a militarised society. Defence is not in competition with the private sector and intervention will be on request. The value of the military is centred in the military capabilities to enhance and develop infrastructure with the emphasis on rural areas. The involvement of the defence in the private sector allows for healthy competition and the military compliments the private sector. The contribution of the military and choice to intervene depends on a favourable or non-favourable economic climate that is present in the country and will assist to build the economy without taking business away from the private companies.

There are diverse opinions, positives and negatives of military involvement in government. The military has a role to fulfil in society but not a primary leadership role. The military has the potential, knowledge, skills, attributes and the equipment to contribute to assist government institutions and civil authorities to benefit society. The military has a role to play in crisis situations, but should not become involved in running businesses.

5.7   Theme 2: Role of Defence (SANDF)

The data reflected below were collected to answer the second research objective being to determine the broader role of Defence (SANDF) to address the developmental agenda. The representation of the data collected will be presented in a theme format.

5.7.1   *SANDF Leadership Role in a Developmental State*

Participants were asked to respond to the following question**:** What type of leadership role should the SANDF play (if any) in a developmental state to address poverty, inequality and unemployment as part of societal development in South Africa, Qualify your answer.

Respondent 1 was of the opinion that the leadership role must be measured against the Constitution.

Respondents 4, 5 and 13 agreed that the military must only be employed in a facilitation role and play a supportive role, in terms of other government departments, local government and municipalities and will never be the lead department. Defence has the equipment and the capital to execute the tasks and local government might have the money but not the labour. The inherent potential of the Defence Force is to support national development, and this can be realised automatically as a direct result of its normal activities without detriment to its primary functions. Cooperation is required at the lower levels between the defence and the municipalities and the local government. Respondent 11 agreed that the military must play a complimentary leadership role because it is a non-core task.

Respondents 2 and 9 were of the opinion that the leadership role should be developmental in nature. Defence leadership must be exploited to develop unemployed individuals,

skilling them and making them part of the enterprise – "that is developmental leadership". The respondents argued that Defence must engage in those contributions that they are experts in, exert their discipline and commitment and develop a leadership mindset or environment where they excel.

Respondent 3 was of the opinion that Defence must play a cooperative leadership role at all government spheres, national, provincial and local and not take the lead. The skills and the knowledge of Defence must be used to influence and develop the civilian side as they are experts in how to plan and can teach others how to plan. Defence is familiar with how to think and can teach others how to think about complex problems. Defence can create the circumstances for economic growth and sustainable demand and position the private sector to focus and facilitate the solutions for the unemployment, poverty and inequality challenges. Respondent 14 did not see the military taking any sort of leadership role but did see its potential in supporting the wider national effort. The military has the collateral capability to help in many areas but cannot be the prime driver. The respondent suggested one area the military can provide invaluable service to the nation, namely building and developing national cohesion. Respondent 10 agreed that the military should only play a leadership role when the operation is specific to the military and requires specific expertise that the civilians do not have.

Respondent 6 was of the opinion that Defence requires commanders that are transformational in their leadership style. Leaders that can interface with civil authority and understand that they form part and contribute to the strategic direction of the country. It requires leaders that can keep the country abreast to access the best practices in areas of technology and research and leaders who identify the economic potential in terms of job creation, demonstrate they can contribute to the reduction of unemployment, encourage local participation and core development of technology products. Respondent 2 supported the notion of Defence following a transformational leadership style to develop society and individuals, i.e. how can Defence contribute to the development of the community space surrounding 3 SAI in Kimberley?

Respondent 7 argued that the SA Defence Review 2015 Chapter on future leaders must be consulted on education, training and development. Defence is the only institution that develops leaders in SA.

Respondent 12 argued that the leadership role must be leadership by example, which translates military effectiveness into non-traditional ventures.

5.7.2   Areas where the SANDF will be most effective

Participants were asked to respond to the following question**:** In what areas will the SANDF be most effective to contribute to national development?

Respondent 1 was of the opinion that Defence will be most effective in the Defence Industry.

Respondents 2 and 12 were of the opinion that the Defence, specifically the Res must contribute more in the areas where they have superior and expert skills i.e. medical, sport and technical knowledge, in areas of agriculture and engineering services.

Respondent 3 was of the opinion that Defence can develop programmes to stabilise and normalise areas that will contribute to economic growth and development. The involvement of other government departments and agencies will assist to provide direction to joint inter-departmental, inter-agency and multinational (JI²M) operations. Defence is to teach role players how to work together in municipalities, Non-Governmental Organisations (NGO) and State-Owned Enterprises (SOE) in order to start owning the outcomes.

Respondents 3, 4, 6 and 9 were of the opinion that Defence is involved in community revitalisation and can use their superior planning, coordination and education abilities to bring activities to bear. The proposed 'Mzansi Homeguard'[17] function in the SA Army should be implemented so that the SA Army has specially trained members that can deploy in support of communities in distress. The military can assist the communities with infrastructure maintenance repair and intervention through the engineer capability. It is proposed that the SA Army's Engineer (Engr) Formation (Fmn) capability be expanded to

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[17] The South Africanisation of the Reserve System is a concept that fully contributes to a one-force SA Army concept to provide a surge capability of high quality non-regular soldiers.

build a separate capability that could react to a crisis in terms of infrastructure repair, water and sanitation and disaster management.

Respondents 9, 10 and 13 argued that the military can contribute knowledge and experience to communities in distress when there are life-threatening exercises i.e. medical doctors for health problems and medical assistance at clinics and hospitals especially in times of disruption in normal service delivery due to strikes and disasters; and Special Forces if the requirement exists to engage in rescue of lives, preservation of wildlife (anti-poaching) and distribution of relief food when requested.

Respondents 5 and 6 were of the opinion that Defence can be most effective in local procurement that can create a great opportunity for members of the community participating in the production of commodities and items that are used and consumed in military bases. Cooperatives can be established to provide commodities locally.

Respondent 6 was of the opinion that youth development is part of the Defence's future, i.e. the youth development of Department of Social Development (DSD) and forms part of the areas where the SANDF can be most effective for national development.

Respondent 1 was of the opinion that these contributions have not been productive because of the budget reductions in Defence. Defence can maintain and sustain the abilities, however, with the further budget cuts foreseen; delivery is doubtful.

Respondent 14 believed that Defence must sell itself better: "Poor discipline and sloppy turnout do not make a good impression; the failure to prosecute and get rid of corrupt members makes a bad impression".

5.7.3   *Summary*

There is a definite role for Defence according to the mandate to engage in non-traditional tasks and responsibilities that will be beneficial to national cohesion. The respondents were of the opinion that the mandate is relevant according to the Constitution of SA and that the involvement in non-traditional tasks is obligatory. The respondents referred to the guidance provided according to Goal 4, Task 13 of SA Defence Review 2015 that dictates

the involvement of the military. Emphasis was placed on the military 'may' and not necessarily 'will' become involved. Non-traditional tasks were clarified as humanitarian involvement, disaster relief, support to the people (building of bridges, social upliftment), youth development, leadership training and search and rescue activities.

There was a belief that the government must accept responsibility to contribute to social upliftment. This required a developmental mindset to understand the balance between the requirement for combat and developmental activities. Involvement in the developmental agenda will contribute to military readiness. The involvement in non-traditional tasks is beneficial in support to other governmental institutions; however, there was a concern that defence will become overburdened when engaging in non-traditional tasks and that it will interfere with the primary responsibility of the military. It is critical that a balance is maintained between committing to non-traditional tasks and engagement in force preparation to remain combat-ready for the primary tasks.

The leadership role for defence must be measured against the requirements of the Constitution. The defence leadership role should be supportive, developmental in nature, cooperative and complimentary to other government departments and civil society and not act as the primary driver. The military should use the expert knowledge and skills to influence, develop and support the private sector. Transformational leadership must be used for the interface with civil authorities and the emphasis should be on education, training and development of leaders in SA. The military has played a significant role in the development of the youth in the country, which will be beneficial for national development.

The mere presence of the military in the community contributes to the stimulus of the local economy. There was a strong opinion that the conventional capabilities of the military positions the organisation to address projects that build society i.e. the contributions of the engineers in the rural and semi-rural areas as part of infrastructure development. The investment in agriculture requires the defence sector to support foreign policy at the macro level, which in turn will create the markets for agriculture to grow through the establishment of Agri villages. The involvement of feet on the ground (Reg & Res) that is spatially dispersed throughout the country has made a massive economic contribution to development. There must be an understanding that the defence sector must be regarded as an investment to achieve critical outcomes such as infrastructure development.

The SANDF will be most effective in exploiting its technical skills and knowledge in the areas of engineering and agriculture, infrastructure development and maintenance. The military can stabilise, normalise and revitalise the communities and use the special skill sets i.e. planning, coordination and education to assist in communities in distress. The engagement of the military in local procurement in support of cooperatives will benefit the economy, especially in rural and semi-rural areas.

The SANDF, government and society will benefit immensely through the involvement of the military in socio-economic development and it can be realised automatically as a direct result of its normal activities without detriment to its primary functions. The engagement of the military in national development activities will ensure that the collateral utility is actively engaged and not idly waiting for something to happen. The operational readiness state of the military will be enhanced. Society will benefit through the superior expert skills that can be employed in the communities and the military will indirectly enhance the image of defence and build sound civil-military relations. Trust relationships will be built, and morale of the society will be uplifted. This will create willingness amongst the communities to provide support to act as a source of information to assist the defence to apply its collateral capabilities in areas that require national development. The utilisation of the military will save on development expenses and the benefit will be improved infrastructure.

There are opposing views that the military is underutilised, and it can be attributed to the fact that the national leadership does not see the value of the military in national development. Other opinions indicated that defence has not been successful and counterproductive in contributing to national development. This is attributed to the budget reductions and deficiency in professionalism that hampered the organisation to deliver on outcomes and indirectly damaged its corporate image.

5.8   Theme 3: Contribution of Project KOBA-TLALA

The data reflected below were collected to answer the third research objective being to determine how Project KOBA-TLALA can contribute to the developmental agenda and other initiatives of government. The representation of the data collected will be presented in a theme format.

5.8.1 *Project KOBA-TLALA the vehicle of Collateral Utility*

Participants were asked to respond to the following question**:** In your opinion, how should the SANDF employ its collateral capability (Project KOBA-TLALA as the vehicle) to be more beneficial to society?

Respondent 1 was of the opinion that the youth and especially the women must be uplifted in the rural areas and assisted to participate in the agriculture sector and engage in planting activities. This will assist the women to look after their own households and provide the added benefit to sell agriculture proceeds to generate income and uplift their own standards. Project KOBA-TLALA will not just provide the economic hubs to promote development, uplift the rural areas where there are no schools or no access to schools but also better their own situations and the environment.

Respondent 2 referred to the relationship that was created between the DOD Project KOBA-TLALA and Department Agriculture RDLR to link the military to their market projects (known as the market linkage programme), having the beneficiaries being those interacting with Department Agriculture RDLR. This business relationship of contractor and contractee requires the farmer to produce the commodities and in turn, the DOD will buy the produce delivered.

Respondent 3 indicated that Project KOBA-TLALA was never created to be used as collateral utility. It was created for an extension into the rural agriculture environments to establish sustainable demand for small and upcoming farmers to sell their goods and services to the military directly. Project KOBA-TLALA was never intended to participate in farming or establish a Production Bde, or to possess military hotels. The interpretation of the purpose of Project KOBA-TLALA will identify how it can be used as a vehicle of collateral utility.

Respondent 4 was of the opinion that Project KOBA-TLALA serves as a catalyst to bring stakeholders together in rural and semi-rural areas. The SANDF's footprint in terms of both Reg and Res units in the rural or semi-rural areas acts as a 'hub' for the rural areas and the municipalities where the delivery of services has ceased to effectively function to facilitate the rural developmental agenda and provide expert advice to the people of SA. It also provides off-take agreements for the procurement of agricultural produce in

partnership with other stakeholders. This 'hub' must act as the community centre that will bring stability to a community i.e. if there is a crisis with water, the military water tankers are dispatched, if there is crisis with water purification then the 'Mzansi Homeguard' of the DOD is dispatched to execute water purification. This 'hub' and provision of services must facilitate the rural developmental agenda. The DOD can in many ways without, huge expense to the DOD, contribute which will impact positively on the community and build the professional image of the DOD.

Respondent 5 was of the opinion that Defence is aiming too low and must identify higher and more exact outcomes to be achieved. It requires more involvement of senior personnel other than talking and listening to feedback. The respondent felt that a more substantial budget must be allocated to Project KOBA-TLALA to effectively communicate and build the image of Defence. Project KOBA-TLALA must be synchronised with the newest Res employment concept and there must a clear agenda to support the project's objectives.

Respondent 6 was of the opinion that the DOD must make Project KOBA-TLALA part of the funded priorities because the project is a platform to contribute to the economic well-being of society. The project will create a limited defence economy, which will create a demand and supply of commodities. The respondent felt that the project would create a situation where the commodities that the defence demands for usage on a daily, weekly and monthly basis, i.e. agri products are developed and provided in the means that defence requires. This can only be successful if defence enters into a partnership with organised society through organised structures, i.e. cooperatives. It is critical that Project KOBA-TLALA projects a professional and disciplined approach and image of the Defence, especially in the rural areas, amongst the traditional authorities, chiefs and kings – "the Defence Force is on their lips every day". Respondent 13 argued that Project KOBA-TLALA would provide the "glue" between government and the communities. Through this positive image that is created of defence, the people will argue that the DOD should receive a larger allocation of the budget to position them to make a more concerted effort with nation building. It is important to explain the benefits for society through Project KOBA-TLALA and make the communities strategic partners who co-own the achievements.

Respondent 7 approached Project KOBA-TLALA not as a project but argued that it should be managed and implemented as an 'operation', imbedded in C² instruments of the organisation and pitched at the right level. The respondent refers to the Joint Management Centre (JMC) system where there is a definite military and all of government at provincial, preferable the district and local level interface. These opportunities can be used for force training and force preparation purposes. The respondent referred to bridge-building in remote areas where the private sector is not interested to become involved. A closer military and community relationship are established which will provide a better intelligence picture for operational purposes, but also not just for the non-traditional issues but also in traditional issues. In this regard, the SANDF will have a "better handle on National Security". The respondent raised the example of C Army who is considering using the 'Mzansi Homeguard' system as the military attached to units and to military regions. This creates a permanent footprint with the people in the community. This system will create the opportunity for the people to be part of the unit, be cost-effective and operate under the authority of the unit. For all other purposes, they will be civilians but having a vested interest in the community towards the community.

Respondents 10 and 11 argued for small-scale projects that do not require complicated means to manage, should take small amounts of capital to set up and the demand and markets should be easy to come by. These include projects like cattle ranching, fishery, horticulture, poultry, piggery, zero-grazing animals like cows and goats, compound agricultural services of vegetables and fruits.

Respondent 14 referred to military bases that have some sort of mechanic, or a medic or two who could help the people of a rural community. They could assist with the maintenance of equipment - farming equipment, freezers in a shop, truck maintenance for a start-up transport company or with emergency medical aid - in the case of injury or serious illness, and perhaps routine check-ups and inoculations.

5.8.2 *Advantages and Disadvantages of Project KOBA-TLALA*

Participants were asked to respond to the following question: In your opinion what are some of the advantages and disadvantages of the project in the broader sense of national development?

The respondents all had different opinions about the advantages (see Table 5.7) and disadvantages (see Table 5.8) of Project KOBA-TLALA in the broader sense of national development. From the data collected, there was agreement that the advantages overshadow the disadvantages of the project.

Table 5.7: Advantages of Project KOBA-TLALA

Respondent	Advantages
2	The project allows for commercial activity into the rural space.
3 and 11	Shortens the delivery of commodities and allows for simplistic supply chain. Creates development in the rural areas. Keep people in the rural areas and discourage urbanisation. Leads to skills development. Creates infrastructure, not just economic but also physical infrastructure. Introduces a communal support system - equipment hub. Establishes collateral utility for all that are willing to invest. Builds a farming community that is independent over time.
4	Creates economic transformation: The use of the military footprint in the rural and semi-rural areas give effect to decentralized procurement and thereby embed military units in rural local economies. Provides for local procurement and other support i.e. training interventions and a balanced enterprise development programme in support of economic transformation.
5	Creates opportunity for liaison with the formal Agricultural Sector – there may be a perception that the small farmers pose a threat to the bigger commercial farmer. The market is inexhaustible. Demand is more than supply. Creates buy-in from local already established farmers regarding possible assistance, guidance and advice. The white farmers are happy to help any black farmer. Creates a healthy market competition – not just for the established farmers but to set a benchmark for the Project KOBA-TLALA farmers.
6	Establishes the potential of the DOD/SANDF contributing to food security for the country and supporting the developmental agenda of the country. Creates more pockets of social excellence within the communities – push back the frontiers of poverty. Moves out of the traditional sphere of defence, security sector, and be counted in other circles of development – Defence is not just an entity that consumes public spending or take from government the purse, it also has something to give to development and enhancement of social and economic welfare of the people.
7	Engineer defence capability helps in areas that do not have potable water and provide water purification services. Defence can fight, build and stabilize at the same time. Military can be used as an omni-role soldier – can execute multiple tasks.

	Provide technical knowledge for agriculture practices.
	Organisational ability of the military.
	Planning abilities
	Provide technical assistance.
	Force Preparation opportunity to allow Reg/Res to engage in upskilling.
9	Acquires experience in building infrastructure.
10	The military does not require special remuneration to perform developmental agenda duties as would be the case for civilians.
11	Good preparation for post-retirement skills.
12	Prevents idleness of the military.
	The SANDF receives greater respect due to the socio-economic contributions.
	Improved proficiency of military technicians.
13	Various models that are developed and could be scaled to implement bigger projects.

Table 5.8: Disadvantages of Project KOBA-TLALA

Respondent	Disadvantage
1	The inability to sustain projects as a result of budget cuts.
	Society see Defence failed in the execution of a project on the long term and the image of the organisation is tainted.
2	The defence relationship with the developmental agenda is 90% military and 10% developmental.
	Inability of defence to understand the balance between the main mandate and the developmental mandate.
	Farmers not producing commodities or produce on time and/or producing substandard quality.
3	A societal dependency is created by Project KOBA-TLALA on Defence (society will not look for additional business opportunities).
	Project KOBA-TLALA creates economic competition.
4	SANDF can start deviating from its core business.
6	Defence is touting – claiming false victories; project is not seen in a greater scale where it can demonstrate its benefits to a certain society.
	Society has a sense of anticipation on the deliverables to be produced by Project KOBA-TLALA and expect successes whereas the project is still training people, developing capacity, mobilising sponsorships and funding for the initiatives.
	Project KOBA-TLALA requires funding that the DOD does not have to provide.
	Project KOBA-TLALA is not supported by a viable structure.
	Professional jealousy can develop. Another entity can introduce an initiative of similar nature that will duplicate the effort - the relevance of Project KOBA-TLALA will be lost.

7	Poor control or organisational skills - people might not be suited to the initiative.
	Poor technical background or knowledge to provide professional advice to people.
9	The delivery on infrastructure may compromise on the time that could have been used in training for combat engineering.
10 and 11	Lack of basic technical knowledge in the agricultural fields.
	The involvement of the military in the society always breeds bad blood as society sees the military as interfering in their traditional tasks and may draw animosity from competitors (civil companies, if negatively handled).
11 and 12	Dilution of "military core skills".
	Abandoning of primary duties.
13	Expectations being raised beyond the Projects capability.

5.8.3   *Contributions of the Components of Project KOBA-TLALA*

Participants were asked to respond to the following question**:** In your opinion, who should the contributions of these Project KOBA-TLALA components/functions (if any) be to enhance the support to socio-economic development?

Respondent 2 indicated that Project KOBA-TLALA should be able to create a higher-level contribution, i.e. job creation in the broader sense. The respondent stated that Project KOBA-TLALA has been effective and the NARYSEC programme is the evidence of this. However, the concern was that the completed official review stated that jobs have been created but many of the youth who were trained were still unemployed. The respondent expressed concern about what will be achieved through skills development. Youth were trained and obtained a piece of paper with a qualification but still do not have employment – are still unemployed, still inequality and poverty exist. There was a requirement to revisit the recruitment for Res members for skills development for a specific purpose to employ such a Res member after training to achieve a specific objective. The respondent suggested defence possesses training skills and thus there was no requirement for the private sector to spend money on training. The private sector should rather spend time and effort on employing the ideal candidates. It meant less expenditure on training for the private sector because Defence could do the training for them, i.e. NARYSEC training and then recruitment could be done for a specific purpose by the private sector.

Respondent 5 agreed with respondent 1 who suggested that job creation and security must receive attention. The Res must become self-sufficient and must become aware of real-life truths – "no work - no food – no pay". Project KOBA-TLALA must create career

paths for Res outside the Res environment so that Defence "can get them off our backs so that we do not have to create military work for them to survive - we have been forced to have a high budget for Res employment and it is not affordable". The focus should be to build self-image and pride which must lead to character and nation building.

Respondent 3 only supported the concept of decentralised procurement however the rest of the Project KOBA-TLALA components are military related. The reskilling of Res is a normal process to position for a second career. The respondent does believe that if the intention is to reskill the individual to compete in the external environment, this approach will not endure.

Respondent 4 was of the opinion that the answer is the facilitation of a process whereby commercial farmers, small-scale and emerging farmers and other SMMEs can join hands in cooperatives from which the DOD is able to procure agricultural and other products, goods and services. Other contributions must focus on small business support, enterprise development, development and support of new suppliers and the establishment of cooperatives and elementary entrepreneurial training.

Respondent 6 argued that the Res have become the conduit between the DOD and society and have the time to invest in Project KOBA-TLALA. They become the bridge between the Defence and civil society. The training and education of the Res must focus on hard core agri-processing skills, facilitation skills, and how to engage societies. It was suggested that Department of Agriculture RDLR assists the communities to set up a cooperative and the Res must do the facilitation of such an initiative. If the Res are trained in core agricultural processes, facilitation skills and other skills, these skills will be sold and emphasise the value utility of the Res.

Respondent 7 suggested that reskilling be changed to upskilling in order to make the utility more employable. Defence has tried to become the employer of choice, the question is asked; why not create employees of choice? The collateral utility and interface of soldiers (Reg/Res) with the community from an organisation and leadership point of view can deliver a win-win situation within the communities. This will deliver results because of where people live, the daily interaction in the communities, the display of discipline and eventually the creation of employees of choice.

Respondent 13 argued to secure sustainability and ensure a safe environment, because without this it would be impossible to enhance social economic development.

Respondent 14 maintained the focus should be on local purchasing and local hiring and recruitment and on applying existing capabilities and facilities to assist and support particularly rural and semi-rural communities. This should happen without getting in the way of private enterprise and without allowing this to impact military capabilities, training or readiness.

5.8.4   Summary

Project KOBA-TLALA, as vehicle for contribution to the developmental agenda is to focus on youth and women that must be uplifted in communities. The project will act as the economic hub to promote the development in the rural areas. It is critical that the relationship between defence, Project KOBA-TLALA, and Department of Agriculture RDLR is maintained to link the military to the market project and assist with exposing the rural communities to methodologies and techniques of agriculture. The project intends to create an extension to the agriculture rural areas to ensure a sustainable demand for produce, in other words, create the catalyst for all the stakeholders to function in an integrated fashion. It is the intention to introduce and synchronise the project with the new Res system and utilise the Mzansi Homeguard system as the military footprint in the communities and build an effective military-community relationship. The key success factor will be when Defence and organised society enter into a partnership to work together to achieve national development goals. The project will create a limited defence economy focused on a demand and supply system but will also accommodate small-scale projects and providing technical knowledge and skills to the rural communities.

There is an agreement that the introduction of certain types of agriculture programmes will depend on region-to-region, the demand, what can be produced and what will suit the requirements of the military units. The Department of Agriculture RDLR must engage in mentorship efforts relating to agriculture practices to educate farmers on best and contemporary farming methods. The intention is to inculcate a self-sustainable lifestyle amongst the farmers and rural society to create a turnover. An opportunity exists to provide training to Reg and Res in farming to encourage entrepreneurship. This will create employment in the market and offset opportunities. Project KOBA-TLALA will be able to

provide technical knowledge and assistance to small-scale farmers and even assist and provide support with emergencies, medical requirements, veterinary support and water purification.

Project KOBA-TLALA should focus on the higher-order contributions of the creation of employment in the broader sense of the word. Notwithstanding that youth have been trained through the interaction between the Defence and the Department of Agriculture RDLR in the NARYSEC programme, there are still many unemployed youth. This remains a worrying factor. The Res have become the conduit between the DOD and society, however, there is an opinion that the Res must become self-sufficient and the project must create career paths for the Res to prevent a huge Res budget; it is an unaffordable expense. Project KOBA-TLALA supports decentralised procurement and the establishment of cooperatives in society that will allow the Defence to procure agricultural and other produce and goods. This relationship will allow for a win-win situation between Defence and rural and semi-rural communities.

The respondents had diverging ideas and opinions about how the military can contribute to other initiatives for societal development. These contributions cover areas such as sweating Defence assets and focusing on those areas that the Defence can exert their expertise into the society. Defence should become involved in programmes in the communities that will facilitate enterprise development. This can be achieved through Defence community-development facilitators to act as the liaison between defence and the communities with the focus being socio-economic development. Smaller contributions should include minor maintenance contributions in other government departments, assisting the communities to be self-reliant, providing adult education where infrastructure allows at military bases with the focus on developing technical skills.

5.9   Chapter Conclusion

This chapter examined the array of data collection and results of the research that was obtained through interviews and open-ended questions posed in questionnaire format to the identified participants. The research results focused on the three research objectives identified for this study.

The first research objective of 'defining a developmental state and the role of defence/military' was answered and defined. There were opposing views and opinions if the establishment of a developmental democratic state is the answer to the social, economic and institutional crisis in SA. The introduction of the NDP was regarded as the vehicle that will achieve the developmental status with the government that must create the conditions and architecture for development. Sustainable development will be achieved through taking control of the economy with the emphasis on social development, investment in the education and improving the skills base of society. The military possesses the collateral utility and must be exploited to assist other governmental departments and society. The focus should be on infrastructure development, especially in rural and semi-rural areas. The military can complement the private sector, as it possesses the knowledge, skills, attributes and equipment to contribute to the developmental agenda of Government. Opposing views argued that a developmental state in SA is not achievable because there is confusion about what a developmental state looks like and what it should achieve.

The second objective, 'the broader role of Defence (SANDF) to address the developmental agenda' was answered and identified to fit within the mandate of the SANDF in terms of non-traditional tasks and responsibilities. It was clear that the Constitution of SA, 1996 and the guidance in the SA Defence Review 2015, Goal 4, Task 13 dictate the authority to engage in the broader role of defence and what the outcomes should be. There was a clear indication that the government must accept the responsibility for social development, however, there must be a sound balance between the requirement for combat and developmental requirements. Involvement in non-traditional tasks were beneficial for other government departments and society and defence must play a supportive, developmental, cooperative and complimentary leadership role and not act as the primary driver of projects. The involvement of the military in the community was a stimulus for the economy and the organisation must play a role in projects that build the society especially in the rural and semi-rural areas. Other than this, the military must create the market for the economy to grow through the spatially dispersed military units throughout the country that can procure from established cooperatives. The military's involvement in infrastructure and other national development activities will ensure that the military collateral utility is actively engaged in times of peace, enhance operational readiness and the image of the military but also build strong civil-military relations.

Objective three, 'to determine how Project KOBA-TLALA can contribute to the developmental agenda and other initiatives of government' was articulated and clearly indicated that the project can act as the vehicle for contribution to the developmental agenda. Defence will not be able to deliver on its contribution without the support and contribution of the Department of Agriculture RDLR. The project will establish an economic hub that will facilitate development especially in the rural and semi-rural areas. Defence can play a definite role in the support and assistance to the rural communities and the involvement of Res will establish the military footprint in the communities and build the military-community relationship. Project KOBA-TLALA will inculcate a self-sustainable lifestyle amongst the farmers in the rural society that will create turnover for individuals and cooperatives and create employment but will also assist the defence to benefit from the local agriculture and other produce procurement.

The following chapter will expound on limitations, conclusion and recommendations on the SANDF and Societal development considering the role that Project KOBA-TLALA can contribute.

CHAPTER 6
CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS

6.1 Conclusions

The primary aim of this study was to *explore if/how the SANDF can contribute to the developmental agenda of Government*. Three research objectives were identified to guide the research and answer the research question. It can be concluded that the research study was successful in answering the research aim and the research objectives. Considering that the research was exploratory in nature and the involvement of the SANDF in societal development is still in its infant shoes, valuable research data were collected, collated, analysed and findings identified. In conclusion, the SANDF and specifically Project KOBA-TLALA, can act as the vehicle to position the contribution of the military in support of the national developmental agenda of Government.

The contribution of Defence in terms of its inherent capabilities and how it can contribute to the achievement of national strategic goals resonates in the value proposition and what it holds for the citizens of South Africa. The primary focus of national security and the Defence remains the protection of the territorial integrity and sovereignty of the nation state; however, the broader perspective of Defence (SANDF) within a developmental state must receive attention. There is a shift in focus from the traditional military conventional role to a requirement for investment in the socio-economic upliftment of the people of South Africa. It appears the solution is vested in the establishment of a democratic developmental state in South Africa with investment in rural development that will contribute to alleviating poverty, inequality and unemployment. The prerequisite for sustainable development is determined by building capabilities, especially human capability with emphasis on skills development and even further education. Effective leadership, decision-making and taking of appropriate action for the implementation of developmental plans are critical success factors.

The study expounded on defining a democratic developmental state and the opinions of scholars on the possibilities on how SA could approach building a democratic developmental state to find solutions to the country's social, economic and institutional challenges. The role of militaries in national development and its contributions to societal

tasks were highlighted. A historical example of the establishment of 1 SSB as part of the Union Defence Force in South Africa was cited to share the role of the military to address the prevalence of unemployment in an attempt for social upliftment.

The research examined the role of policy as legislation that dictates the broader role of the SANDF to contribute to the national developmental agenda of government. The focus was to identify the roles and responsibilities of the SANDF in terms of the secondary functions, focus on the mandate and emphasize 'what the Defence Force is for'. The role of Project KOBA-TLALA as part of the initiatives of government and the practical application of the implementation of the project to address the developmental agenda of government, considering the nine-point plan and the outcomes of the SA Defence Review 2015, Goal 4, Task 13 were emphasised. The significant achievements of Project KOBA-TLALA since the signing of the MOU between the MODMV and the Premier of Northwest Province on 27 August 2015 were highlighted. The SANDF has proven since the inception of the SA Defence Review 2015, that it can, with the available resources (manpower, equipment, knowledge and experience), contribute to secondary functions as reflected in the Constitution.

Project KOBA-TLALA as vehicle for contribution to the developmental agenda must uplift communities as the economic hub to promote the development in the rural and semi-rural areas. It is critical that the relationship between Defence, Project KOBA-TLALA and the Department of Agriculture RDLR is maintained to link the military to the market project and assist with exposing the rural communities to methodologies and techniques of agriculture that will increase field. The project must create an extension to the agriculture rural and semi-rural areas to ensure a sustainable demand for produce, in other words, create the catalyst for all the stakeholders to function in an integrated fashion. It is the intention to introduce and synchronise the project with the new Res system and utilise the Mzansi Homeguard system as the military footprint in the communities to build an effective military-community relationship. The project will create a limited defence economy focused on a 'demand and supply system' but will also accommodate small-scale projects and providing technical knowledge and skills to the rural communities. Project KOBA-TLALA supports decentralised procurement and the establishment of cooperatives in society that will allow the Defence to procure agricultural and other produce and goods. This

relationship will allow for a win-win situation between Defence and rural and semi-rural communities.

6.2   Limitations of the Present Study

The engagement of the SANDF in societal development and specifically Project KOBA-TLALA is still in its infant shoes since the official launch in 2017. Although there have been transparent and visible societal development successes registered, it requires a longitudinal study to determine successes, weaknesses and challenges that require more effective and efficient institutional interventions to ensure sustainable progress and development.

The research study was exploratory in nature that explored opinions and perceptions on the involvement of the SANDF in societal development. The assumption was made that the identified sample of participants would provide the appropriate responses to the research question and research aim. The challenge remains that a limited number of civil servants and senior military officials have been exposed to the concept of the involvement of the SANDF in societal development. A larger sample of participants with a greater accumulation of expertise on the subject matter will in future provide more focused and valuable contributions to position the DOD to issue guidelines for planning and execution.

The study was restricted to the role and contributions of the SA Army in Project KOBA-TLALA as the vehicle to facilitate and position the national developmental agenda of Government to the benefit of societal development. The study did not consider the contributions of the other services in the SANDF (SAAF, SAMHS and SA Navy) to add value to the outcomes of national or societal development.

The study was restricted to contributions by senior military officers (Reg & Res) retired and serving in the SANDF, civil servants, an independent well-respected academic who regularly voice opinions on the military, a government official engaged in rural development and foreign African military officers. The study did not consider the contributions and opinions of society and communities to determine the value and demand for engagement of the SANDF, specifically Project KOBA-TLALA in societal development.

Such a study will act as an excellent barometer in terms of community satisfaction and contributions of value.

6.3   Recommendations

The present study revealed certain findings that could be beneficial for society if implemented by the SANDF. Several recommendations are introduced that will assist the SANDF to contribute to enhance societal development with Project KOBA-TLALA as vehicle to achieve the desired outcome:

- It was clear from interviews and discussions on the engagement of the SANDF in national development that there remains a certain degree of uncertainty, different perceptions and opinions on what the ideal solution to the problem might be. A greater emphasis and involvement are required of the 'whole of society and government' to find a sustainable solution to the national development challenges in South Africa. A greater engagement and discourse on the subject matter of military involvement in societal and or national development and the added value for sustainable development is required. This discourse will have to be introduced and enforced at the highest possible levels of government and the Defence will be but a small strut in the national development wheel that must contribute to greater effectiveness and efficiency in a developmental state.

- The National Security Council (NSC) existed post-1994, through the Mandela term into the first term of the presidency of Thabo Mbeki. This central body was created to coordinate the cluster system to achieve and facilitate the best outcome for government and South Africa. This was one of the recommendations of the SA Defence Review 2015. Defence is negatively impacted in terms of its real value and contribution at national strategic level by the mere fact the NSC does not exist. The reinstatement of the NSC would accommodate defence because of its attributes, unique organisation, ability to do strategic forecasts from national security and national interest perspectives and its ability to mobilise, not for military campaign purposes, but rather to exploit the abilities and capabilities of Defence to provide strategic direction within the country. This will be beneficial for guidance to the military to facilitate and enhance involvement in societal development.

- The SANDF through Project KOBA-TLALA should exploit its military footprint, to participate in, develop and project commercial activity into the rural and semi-rural space. This provides for local procurement in support of economic transformation and the value for defence will be secured in a more simplistic supply chain that will be able to expedite the delivery of commodities. Project KOBA-TLALA must create a higher-level economic contribution, i.e. job creation in the broader sense. The focus should be on local hiring and recruitment and on applying existing capabilities and facilities to assist and support rural and semi-rural communities. The military should refrain from impeding on the terrain of private enterprise and involvement that will impact military capabilities, training or readiness.

- The SANDF through Project KOBA-TLALA must exploit the value of the Res to become the conduit or bridge between the DOD and civil society because they have the time to invest in the project. The training and education of the Res must focus on hard core agricultural processing skills, facilitation skills and the method to engage societies. The DOD should build, sustain and grow the relationship with the Department of Agriculture RDLR to facilitate the establishment of cooperatives in communities. The significance of the involvement in a process whereby commercial farmers, small-scale, emerging farmers and other SMMEs can join hands in cooperatives will be displayed in the value the DOD will gain from the procurement of agricultural and other products, goods and services.

- During times of peace Defence must contribute added value outside the traditional sphere of defence and security sector and be counted in other circles of development. The involvement of the SANDF through Project KOBA-TLALA must exploit the potential contribution to food security and supporting the developmental agenda of the country. Project KOBA-TLALA must act as a stimulus in rural and semi-rural areas and discourage urbanisation. Investment in societal development will create more pockets of social excellence within the communities and push back the frontiers of poverty. This will facilitate building a farming community that will become increasingly more independent over time.

- The development of skills remains central in a developmental state. It is recommended that 'reskilling be transformed into upskilling' in order to make the utility more employable. Defence has endeavoured to become the employer of

choice, the question is asked; why not create employees of choice? The recruitment of Res for skills development should be purpose-specific for employment after training. Defence possesses the training skills and there is no requirement for the private sector to spend money on training. The private sector should rather spend time and effort on employing the ideal candidates. It means less expenditure on training for the private sector because Defence can do the training for them, i.e. NARYSEC training and then focused recruitment can be done for a specific purpose in the private sector.

- The military can be used to determine the problems and the needs of the population through surveys and then decide on the best solution to solve the problems. The military involvement in community projects will allow opportunity to build sound relations between the military and the civil community, build confidence and a professional image of Defence. The collateral utility and interface of soldiers (Reg/Res) with the community from an organisation and leadership point of view can deliver a win-win situation within the communities.

- The SANDF through Project KOBA-TLALA must contribute to the secondary function of Defence that will prevent idleness in the military during peacetime but also contribute to force preparation. The military has the potential to be proactive in nature, identify the problem before it materialises and assist other civil and private institutions to prevent the destabilisation of the country. Defence can make a huge contribution to infrastructure development (economical and physical) in society, build and stabilise at the same time and be used as an omni-role soldier to execute multiple tasks especially in the rural and semi-rural areas. Defence must use its superior planning and organisational abilities to provide technical assistance to the communities, which will also improve the proficiency of military technicians. A definite opportunity exists for the engineer defence capability to assist with providing potable water and water purification services. Consideration must be given to the establishment of an engineer construction brigade.

- Introduce special education and training programmes to train and educate discharged military veterans in the skills of agriculture and education. This will allow such military veterans to return to their villages and use their acquired skills to cultivate the land but also act as teachers and educators for the local population to

teach adult literacy classes, simple arithmetic and agricultural methods and hygiene. This will contribute to economic development and improving the level of education of the normal citizen.

6.4   Chapter Conclusion

There are divided opinions throughout the world and or civilisations about the value of defence in societal development and nation building. The involvement and or contributions of the defence and militaries in societal development and nation building are evident in underdeveloped and or developing countries to augment or replace the inability of the civil authorities and or systems to deliver on national developmental objectives. It is common knowledge that militaries possess greater access to manpower, equipment, transportation and technology and can be regarded as an indispensable and essential institution to make contributions in the socio-economic arena. The dividend from socio-economic development is huge and can contribute to the establishment of nationhood.

The SANDF, and specifically Project KOBA-TLALA possesses the ability to act as a catalyst to enhance societal development. The possibilities are endless and with the necessary access to manpower, financial support and political will, the military can and must act as a vehicle to support the national developmental agenda of Government.

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APPENDIX A: CONSCENT FORM

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STELLENBOSCH UNIVERSITY
CONSENT TO PARTICIPATE IN RESEARCH

Name of Researcher(s): Chrismar Smith

Title of study: The SANDF and Societal Development: Project KOBA-TLALA

Please read and complete this form carefully. If you are willing to participate in this study, ring the appropriate responses and sign and date the declaration at the end. If you do not understand anything and would like more information, please ask.

- I have had the research satisfactorily explained to me in verbal and / or written form by the researcher.   **YES / NO**

- I understand that the research will involve: An interview which will be audiotaped. The duration of the interview will be approximately 2 hours.   **YES / NO**

- I understand that I may withdraw from this study at any time without having to give an explanation.   **YES / NO**

- I understand that all information about me will be treated in strict confidence and that I will not be named in any written work arising from this study.   **YES / NO**

- I understand that any audiotape material of me will be used solely for research purposes and will be destroyed on completion of the research.   **YES / NO**

- I understand that you will be discussing the progress of your research with others (Supervisor at SA Military Academy, Faculty Military Science) Saldanha. Once the research is completed, the researcher will be required to prepare an article for publication.   **YES / NO**

There are no direct benefits to you. However, your participation in this study will bring greater awareness on the role of the SANDF in societal development.

You may ask more questions about the study at any time. Please contact Colonel Chrismar Smith, Cell: 0833950438 or at email: chrismar.smith@yahoo.com.

I freely give my consent to participate in this research study and have been given a copy of this form for my own information.

Name of Participant: …………………………............ Signature: ……………….……

Date: ……………………………………………

Name of Researcher……………………………….   Signature: ……………………

APPENDIX B: INTERVIEW QUESTIONNAIRE

INTERVIEW QUESTIONS

DEFENCE (PUBLIC SECTOR), CIVIL SERVANTS (DEFENCE SECRETARIAT AND DEPARTMENT AGRICULTURE RDLR), SA ARMY RESERVE OFFICER AND ACADEMIC

RESEARCH TOPIC: THE SANDF AND SOCIETAL DEVELOPMENT: PROJECT KOBA-TLALA

SECTION A: THE DEVELOPMENTAL STATE AND ROLE OF DEFENCE/MILITARY

1.   South Africa is regarded as a developing country and there is a belief that democratic development can be achieved through the construction of a democratic developmental state. Given that many in South Africa, including government see the formulation of a democratic developmental state as the possible answer to the country's social, economic and institutional crisis, what should South Africa be focusing on to achieve the desired outcomes of a developmental state?

2.   What in your opinion is the collateral utility that militaries possess that can contribute to societal or national development?

3.   There is an opinion that the involvement of the military in non-traditional tasks can lead to "militarisation" [in the academic literature reference is made to 'securitisation'] of the society or dominate or weaken the private sectors when it must provide a service. In your opinion, does the contribution of Defence in the arena of societal and or national development weaken or dominate the private sectors and take work away from the unemployed which could be socially, economically and politically unsound"?

4.   In some underdeveloped and developing countries some militaries control certain national enterprises, physically possess or own certain national industries, are directly involved in businesses, are placed in leadership positions to lead institutions, hold civilian posts in educational institutions and other agencies intrinsic to the welfare of the nation, and are placed in positions of authority in the civil society to address incidences of corruption. These enterprises generate income and even provide employment to retired military veterans. In your opinion, are such military practices conventional as part of its contribution to national development and does it benefit society? Qualify your response.

SECTION B: ROLE OF DEFENCE (SANDF)

5.   Other than the traditional role of the military to defend the national security and territorial integrity of the country, certain potential opportunities do present itself which indicates that the **military can** and **should** contribute to the area of **development.** The Constitution of the Republic of South Africa, 1996, Chapter 14, Section 227 states that the National Defence Force **MAY**, subject to this Constitution, be **employed** for the purpose to achieve specific requirements i.e. for service in the preservation of life, health or property; for service in the provision or maintenance of essential services; and for service in support of any department of state for the purpose of socio-economic upliftment. Question. What is your opinion on?

a.   Is the **mandate** of the National Defence Force as reflected in the Constitution, the Defence Act and the White Paper on Defence in terms of the **non-traditional tasks and responsibilities** relevant or not? Qualify the answer.

b.   **Non-traditional tasks and responsibilities** "interfere with the primary task of a military force - the effective defence of the country that it serves". Vital resources of the armed forces are channelled to development schemes and thus away from the purpose of Defence.

6.   The South African Defence Review 2015 suggests a broader role for Defence in South Africa in support of nation building as part of a democratic developmental state. This requirement is identified to allow the developmental state to intervene in the national challenges i.e. economic growth, unemployment, inequality and poverty. What type of leadership role should the SANDF play (if any) in a developmental state to address poverty, inequality and unemployment as part of societal development in South Africa, qualify your answer?

7.   In Chapter 2 of the White Paper on Defence (1996) and with special reference to the domestic environment, the requirement for socio-economic development and reconstruction is emphasised to address the insecurity and social instability in South Africa. In your opinion, what are the non-traditional contributions that the SANDF can make to social economic development and how should these contributions (if any) be delivered/channelled/provided?

8.   As stated in the South African Defence Review 2015, the inherent potential of the Defence Force to support national development can be realised almost automatically as a direct result of its normal peacetime activities without detriment to its primary functions.

Goal 4, Task 13 in the South African Defence Review 2015 broadly speaking defines the contributions that defence can make to the national development in country as **youth development**, **spatial dispersion of defence infrastructure**, **Res utilisation**, **employment**, **community services** and **critical infrastructure interventions**. In your opinion, have these contributions been <u>**productive**</u> to date as part of the broader defence contributions to national development without detriment to the primary functions? Qualify the answer.

9.   Domestic militaries can catalyse socio-economic development through displaying positive roles, good civil-military relations and involvement in communities nationally.

   a.   In **what areas** will the SANDF be most effective and what **attributes** should the organisation possess to contribute to national development?

   b.   What are the **benefits** for the SANDF, government and for society?

SECTION C: CONTRIBUTION OF PROJECT KOBA-TLALA

10.   National development including rural and semi-rural development is viewed and managed as a collateral function of the DOD (SANDF) in terms of its mandate to render "Support to the People" in accordance with the Constitution and the Defence Act. The role of the SANDF in terms of support to the developmental agenda, of which rural and semi-rural development was one element, had to be defined clearly in conjunction with relevant government departments and agencies and be formally proclaimed as such in the Defence Planning Cycle. In your opinion, how should the SANDF employ its collateral capability (Project KOBA-TLALA as the vehicle) to be more beneficial to society?

11.   There is a direct effort to align Project KOBA-TLALA with the country's policy for the agriculture sector with the intention to advance the efforts of small-scale and emerging farmers and Small Medium and Micro Enterprises (SMMEs) as part of agrarian reform. These efforts focus on the investment in rural, semi-rural communities and households to utilise the available land to produce food to contribute to the exploitation of the agricultural possibilities to ensure 'food security'. "Agricultural development in rural areas" is one of the key objectives of Project KOBA-TLALA. Provide ideas/opinions in terms of what types of agricultural programmes could be appropriate/beneficial for rural, semi-rural areas and townships to advance the developmental agenda?

12.   Project KOBA TLALA has been engaged in contributing to societal development informally since FY2015/16 and officially since FY2017/18. The project has introduced

many initiatives to contribute to the broader development of national development since its inception. In your opinion what are some of the **advantages** and **disadvantages** of the project in the broader sense of national development?

13. Project KOBA-TLALA encapsulates three components being decentralised procurement, military training for Reserves and reskilling, education, training and development (ETD) of the Reserve component. The DR 2015 suggests that the Defence Force potential can be realised with appropriate additional resources and time to establish capabilities. In your opinion, **what** should the contributions of these Project KOBA-TLALA components/functions (if any) be to **enhance** the support to socio-economic development?

14. Project KOBA-TLALA activities focus on the identification of high-impact priority projects, liaison with strategic partners and reskilling. What **other** military and or non-military contributions/initiatives can be identified for societal development and **how do you foresee** these contributions/initiatives (if any) can be delivered/channelled/provided/enacted?

APPENDIX C: QUESTIONNAIRE

QUESTIONNAIRE

FOREIGN AFRICAN MILITARY OFFICERS

RESEARCH TOPIC: THE SANDF AND SOCIETAL DEVELOPMENT: PROJECT KOBA-TLALA

SECTION A: THE DEVELOPMENTAL STATE AND ROLE OF DEFENCE/MILITARY

1.   It is common belief that democratic development can be achieved through the construction of a democratic developmental state. In your opinion, what role can the defence/military play to achieve societal or national development in a developmental state?

2.   What in your opinion is the collateral utility that militaries possess that can contribute to societal or national development?

3.   There is an opinion that the involvement of the military in non-traditional tasks can lead to "militarisation" [in the academic literature reference is made to 'securitisation'] of the society or dominate or weaken the private sectors when it must provide a service. In your opinion, does the contribution of Defence in the arena of societal and or national development weaken or dominate the private sectors and take work away from the unemployed which could be socially, economically and politically unsound"?

SECTION B: ROLE OF DEFENCE (SANDF)

4.   Other than the traditional role of the military to defend the national security and territorial integrity of a country, certain potential opportunities do present itself where the military **can** and **should** contribute to the area of **development.** What is your definition of **non-traditional or secondary tasks and responsibilities** of militaries?

5.   **Non-traditional or secondary tasks and responsibilities** "interferes with the primary task of a military force - the effective defence of the country that it serves". Vital resources of the armed forces are channelled to development schemes and thus away from the purpose of Defence. What is your opinion on this statement?

6.   In your opinion, what are the non-traditional contributions that a military can make to social economic development and how should these contributions (if any) be delivered/channelled/provided?

7.   The South African Defence Review 2015 suggests a broader role for Defence in South Africa in support of nation building as part of a democratic developmental state. This requirement is identified to allow the developmental state to intervene in the national challenges i.e. economic growth, unemployment, inequality and poverty. In your opinion, what type of leadership role should the military play (if any) in a developmental state to address societal development? Qualify your answer?

a.   Domestic militaries can catalyse socio-economic development through displaying positive roles, good civil-military relations and involvement in communities nationally.

b.   In **what areas** can a military be most effective and what **attributes** should the organisation possess to contribute to national development?

8.   What are the **benefits** for the military, government and for society?

SECTION C: CONTRIBUTION OF PROJECT KOBA-TLALA

9.   There is a direct effort to align Project KOBA-TLALA with the country's policy for the agriculture sector with the intention to advance the efforts of small-scale and emerging farmers and Small Medium and Micro Enterprises (SMMEs) as part of agrarian reform. These efforts focus on the investment in rural, semi-rural communities and households to utilise the available land to produce food to contribute to the exploitation of the agricultural possibilities to ensure 'food security'. "Agricultural development in rural areas" is one of the key objectives of Project KOBA-TLALA. Provide ideas/opinions in terms of what types of agricultural programmes could be appropriate/beneficial for rural, semi-rural areas and townships to advance the developmental agenda?

10.   Project KOBA TLALA has been engaged in contributing to societal development informally since FY2015/16 and officially since FY2017/18. The project has introduced many initiatives to contribute to the broader development of national development since its inception. In your opinion what are some of the **advantages** and **disadvantages** of the military being involved in societal and or national development?

11.   Project KOBA-TLALA activities focus on the identification of high-impact priority projects, liaison with strategic partners and reskilling to support societal and or national development. What military and or non-military contributions/initiatives have been introduced in your **home countries** for societal and or national development and **how** were these contributions/initiatives (if any) delivered/channelled/provided/enacted?