

**AN INVESTIGATIVE STUDY ON THE NAMIBIAN DEFENCE FORCE'S COMBAT
READINESS FOCUSING ON ALTERNATIVE POLICY OF TERMINATION AND
RETENTION OF EXPERTISE IN THE MILITARY SERVICES**

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ABSTRACT

National and international peace and security rely immensely on the perceived security dimension of combat readiness. As such, world nations frequently modernise their armed forces in order to achieve a sufficient level of competitive combat readiness in order to act as deterrence against external threats. These actions, however, frequently cause other nations to feel threatened which may result in them embarking on a build-up of the military at public expense. Nevertheless, combat readiness is a pre-requisite for a military's ability to prevent attacks from a potential aggressor while simultaneously calling for the application of restraining measures in order to prevent wars.

In light of the need for militaries to retain a sufficient level of competitive combat readiness, the general findings of this study suggest that there is a requirement to change the retirement condition within Namibia's public service. This study aims to enlighten both military personnel and the general public on the country's combat readiness, and ability to quickly deploy in war times. This study applied a qualitative research perspective which adopted a convenient stratified technique. Upon analysing the data, the study indicated that the absence of clear policies on retirement and retention of expertise in the military services hampers the effectiveness of military combat readiness in the Namibian Defence Force.

Consequently, the study recommends that appropriate policies on a retirement exit mechanism package and a program to retain expertise within the military be developed.

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Thank you all.

DEDICATION

This research is dedicated to my wife Saima K, our son Vladimir Lange and our daughters. With their support all is achievable.

DECLARATION

I, Appolos Ndaitwa Haimbala, declare hereby that this study is a true reflection of my own research, and that this work, or part thereof has not been submitted for a degree at any other institutions of higher education.

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TABLE OF CONTENTS

Content:	Page
Abstract.....	i
Acknowledgement.....	ii
Dedication.....	iii
Declaration.....	iv
List of figures	ix
List of Tables	x
Appendices.....	90
List of Acronyms/abbreviations	xii

Chapter 1: Introduction and Background

1.1	Introduction	1
1.2	Background of the study	3
1.3	General statement of the problem	6
1.4	Objectives of the study	7
1.5	Significance of the study	8
1.6	Research Methodology	8
1.7	Limitations of the study	9
1.8	Organisation of the study	10
1.9	Definitions of major terms	13
1.10	Conclusion	32

Chapter 2: Literature Review

2.1	Introduction	13
2.1.1	Maharishi absolute theory of defence	17
2.1.2	Theory of combat readiness	18
2.1.3	The defence theory of relativity	20
2.1.4	Conventional Theoretical approaches to National Security	21
2.1.5	Feminist theory and the impact of women on combat readiness	22
	2.1.5.1 Liberal feminism	23
	2.1.5.2 Socialist feminism	24
	2.1.5.3 Radical feminism	25
2.1.6	Theories of motivation, need and cognitive	26
	2.1.6.1 Taylor's Theory of Scientific Management and Mayo's Human Relation School of Thought	27
	2.1.6.2 Maslaw's hierarchy theory and Hertzberg's two factor hygiene Theory of motivation	28
	2.1.6.3 Alderfer's ERG theory	31
2.1.7	Conclusion	32

Chapter 3: Methodology and Procedure

3.1	Research Design	34
3.2	Population	35
	3.2.1 Sample	35
	3.2.2 Sampling procedures	36
	3.2.3 Sampling techniques	37
3.3	Research instruments	37
3.4	Research procedures	37

3.4.1	Ethics considerations	38
3.4.2	Informed consent	39
3.5	Validity and reliability of the study	39
3.5.1	Validity	40
3.5.2	Reliability	41
3.6	Conclusion	42
Chapter 4: Presentation and Analysis Findings		
4.1	Introduction of the chapter	44
4.2	Background information of the interviewees	45
4.3	Conclusion	56
Chapter 5: Discussion on Comparative Military Retirement Scheme		
5.1	Comparative military retirement scheme	57
5.1.1	Military retirement theory	58
5.1.2	Women in the Military	59
5.2	Policy on retirement of ex-combatants and Zimbabwean National Army (ZNA) founder members.	62
5.3	South Africa National Defence Force (SANDF) Mobility/ Exit Mechanism (MEM) for uniformed members.	64
5.3.1	Re-skilling	70
5.3.2	Employee Initiated Severance package (EISP)	71
5.3.3	New Service System	71
5.4	Conclusion	72

Chapter 6: Conclusions and Recommendations

6.1	Introduction	74
6.1.1	Conclusions	74
6.1.2	Recommendations	75

LIST OF FIGURES

Page

Figure 1:	Military service age requirements for junior officers are 19-35 years verses combat readiness.	52
Figure 2:	Do the Ministry of Defence's incentives for Retirement and retention package encourage members to retire or to reenlist.	53
Figure 3:	How the resignation and retirement for 2007/8 affect Defence Force combat readiness.	

LIST OF TABLES	Page
Table 1: Category of Respondents in all Arms of Service.	39
Table 2: Does the current payment of specialised salary category satisfy members of the defence force?	50
Table 3: Namibia Army (Strength, Resignation and Retirement), estimate statistics for 2007/8.	55
Table 4: Namibia Air Force (Strength, Resignation and Retirement), estimate statistics for 2007/8.	56
Table 5: Namibia Navy (Strength, Resignation and Retirement), estimate statistics for 2007/8.	57
Table 6: Defence Force (Strength, Resignation and Retirement), estimate statistics 2007/8.	58

References	78
Appendix A: Letter from the University of Namibia	90
Appendix B: Letter from the Ministry of Defence permanent secretary	91
Appendix C: Questionnaire for junior officers and other ranks.	92
Appendix D: Questionnaire for key informant Senior and General officer	96
Appendix E: Questionnaire for legal personnel/officers and Public Service Commission	100

LIST OF ACRONYMS/ABBREVIATIONS

BFT	Battle Fitness Test
CDF	Chief of Defence
CFT	Combat Fitness Test
DOD	Department of Defence
DDR	Disarmament, Demobilization and Re-integration
DRC	Democratic Republic of Congo
EISP	Employee Initiated Severance Package
HR	Human Resource
MEM	Mobility Exit Mechanism
MSDS	Military Skills Development System
MOD	Ministry of Defence
NDF	Namibia Defence Force
PGSC	Post Graduate Studies Committee
PLAN	People's Liberation Army of Namibia
PS	Permanent Secretary
PX	Post Exchange
SAMVA	South Africa Military Veterans Affairs
SANDF	South Africa Nation Defence Force
SWATF	South West Africa Territorial Force

UNTAG	United Nations Transition Assistance Group
US	United States America
ZDF	Zimbabwe Defence Force
ZNA	Zimbabwe National Army

CHAPTER 1

INTRODUCTION AND BACKGROUND

1.1 Introduction

We have to take care of the readiness of the Namibia Defence Force,
and enhance the war-fighting capability and combat readiness of the force.

(Lt.Gen. Shalli. M, 2008).

The Namibia Defence Force is currently facing critical problems regarding the termination of service for aging soldiers who are the founding members of the Namibia Defence Force. The original formation of the Defence Force by ex-soldiers of the war of independence has led to the establishment force complications in formulating exit management strategies for personnel in the force. According to Gwinyayi (2006), the force's aging population is not a unique phenomenon to Namibia. It has also happened in Zimbabwe and South Africa, a result of the regions historical past. The post-independence government of these countries implemented a Disarmament, Demobilization and Re-integration (DDR) program, lying off combatants as part of the post-war transition. Gwinyayi further underlines that the immediate goal of DDR was to reform the security sector in order to restore security and stability, resulting with the Defence Forces of those countries being made up of ex-combatants.

The aging military and population have become a key concern for Defence Force leaders who are striving to maintain a high level of operational readiness for both war and peacekeeping missions (MOD Strategic Planning, 2008).

The Ministry of Defence foresees that the aging population within the force will pose a problem in the future requiring that they be replaced in order to better meet the military challenges of the 21st century. Although military readiness is multidimensional in nature, including various aspects such as equipment and personnel capacity, this study is confined to military personnel only.

According to Spencer (2000), military readiness is defined as the ability of the Arms of a service or military unit, such as an Army division or a combat team, to accomplish its assigned mission. Logistics, available spare parts, training, equipment, and morale all contribute to a units' overall readiness. In addition, Spencer recognizes grades of military readiness. At the highest operational level, a unit is completely prepared to move into position and accomplish its mission while at the lowest tactical level; a unit requires further manpower, training, equipment, and/or logistics to accomplish its mission.

An NDF report published in 2008 underscored the negative impact an aging force has had on the Namibia Defence Force's combat readiness. At the same time, the report cited campaign operations in the Democratic Republic of Congo (DRC) in August 1998, the war on UNITA across the Angolan border, and a number of peacekeeping missions abroad to which the NDF contributed troops. All of these missions demanded a large-scale deployment of military servicemen/servicewomen.

Shalli (2008) argued that Defence Force readiness plays a critical role in supporting the National Grand Strategy which requires the NDF to be able to respond to a wide range of crises and missions, both abroad and at home. This issue was also echoed in the Military Steering Committee's report (2008) when the readiness of the Namibia Defence Force sparked a debate concerning the current personnel policy; one that is inadequate to address the exiting of ex-combatants, specifically those who were founding members of the NDF.

This study investigates the issue of personnel readiness, focusing on the specific impact of an alternative policy of termination and retention for personnel in the military and its effects on combat readiness. This chapter will conceptualize the problem of the study by providing the background of the problem, the problem statement and research question, as well as, methods and significance of the study.

1.2 Background of the study

The NDF was formed shortly after Namibian independence in 1990 as stipulated in terms of Article 118 of the Constitution of the Republic of Namibia of 1990 and by virtue of Defence Act No. 20, 1990, an amendment to the South African Defence Act No 44 of 1957. According to Chapter II of Defence Act No. 20, 1990, the composition, power, duties and procedures of the military are defined to provide defence of the territory and the national interests of Namibia. In this vein, the Namibian Constitution 1990 Article 32 (4) I (aa) has led to the integration of members of the People's Liberation Army of Namibia (PLAN) and the South West Africa

Territorial Force (SWATF) into one coherent national defence force hereinafter referred to as the NDF.

Gwinyayi (2006) additionally emphasizes that the NDF was created as part of the implementation of Namibia's independence plan as it was outlined in the UN Security Council Resolution 435 (1978). Disarmament and Demobilisation were part of the Settlement Plan and subsequently the formation of a coherent national defence force. Gwinyayi pointed out that Namibia had no constitutionally established defence force at independence. Thus, one of the priorities of the new government was the formation of an integrated Namibia Defence Force (NDF) against the backdrop of mistrust and suspicion.

Gwinyayi, however, viewed the establishment of the NDF and the transformation of the Namibia Police, which absorbed between 8,000 and 10,000 combatants combined, as a successful endeavour. While offering those absorbed into the force and giving them and their dependants some stability, it did not account, however, for the well over 50,000 soldiers who were demobilised.

It is against this background that, by virtue of the Defence Act, the Namibian Defence Force (NDF) came into existence. Personnel Policy was also promulgated (1994). The terms and conditions of service of the NDF personnel policy apply to all members of the force, except those ex-combatants who at induction could not meet current entry requirements (NDF Personnel Policy, 2003, p.1). The exit age for all service members, however, should be in accordance with

the Public Service Act and other pertinent regulations regardless of their entry source or status as an ex-combatant.

The implementation process for this policy is problematic for two primary reasons. The first imperative is the issue of defining the exit package while addressing the retention of specialist personnel in the Army, Air Force and Navy. This programme should focus on addressing issues of rejuvenating the force and sustaining the placement of trained personnel, while simultaneously re-skilling ex-combatants to support themselves outside the military life.

Secondly, the NDF personnel policy initiated in 1994 and the current additional draft of 2003 fail to successfully address the issue of ex-combatants. These factors brought about the ex-combatant induction process, but did not create standards or criteria that could be used to determine the continued eligibility of members once they had been accepted into the new defence force. The only criterion was that they should have been serving members of either PLAN or SWATF (NDF Personnel Policies, 1994 & 2003). According to the Army Annual Training Report (2007) pre-deployment exercises have been the yardstick for the force's combat readiness. The older combatants, however, are no longer passing the Army Physical Fitness Test, like the Combat Fitness Test (CFT) and Battle Fitness Test (BFT). This situation compromises combat readiness of the defence force. Hence, the subsequent paragraph provides the holistic picture of the problem under study.

1.3 Statement of the problem

MOD Strategic Planning (2008) states that terminating and retaining personnel in the Namibian Defence Force has become increasingly problematic. The level of resignations among newly recruited and qualified personnel is alarming and questions concerning the older soldiers' futures have also become complicated. These problems and shortcomings are beginning to mount; while appearing twofold in nature:

1) It has become difficult for the Ministry to manage the exit of older soldiers inherited from PLAN and SWATF, who at this stage are no longer active in participating in combat and peacekeeping missions; and 2) the necessity to rejuvenate the Force through the recruitment of younger and technically qualified personnel is disproportionate to the institution's economic and technical capacity to retain them. This leads this thesis to investigate a hypothetical assumption that the Namibia Defence Force is not competitive enough in the current labour market and, as a result, may be a causality of the higher labour turnover and dissatisfaction among both the new and older soldiers in the NDF.

In return, these variables may have an adverse effect on the Ministry's strategic planning, policy implementation and, henceforth, combat readiness. Given this background, it can be assumed that there could be a gap between the actual implementation of the NDF Personnel Policy in respect to the Public Service Act and the practical situation of employment conditions in the Force. Another perspective might be that the current policy's content is inconsistent with the external setting of the labour market and perceptions from Namibian society towards the NDF. With an aging defence force it is

challenging to meet the envisaged combat capabilities and combat readiness for all phases of war and in all weather conditions.

This thesis investigates, therefore, this problem with the intention of exploring answers to the following principal question: To what extent has the current NDF Personnel policy been effective in addressing issues of termination of services and retention of skilled personnel in the Force?

1.4 **Objectives of the study**

The objectives of the study are to:

- Investigate implementation issues within the NDF Personnel Policy in respect to recruitment, retention and termination of services and their effect with regard to combat readiness.
- Assess the links between the NDF Personnel Policy and the Public Service Act 13 of 1995 in terms of retention and termination of services of military personnel.
- Assess the institutional strategies geared towards termination and retaining required personnel in NDF.

1.5 Significance of the study

This study will be of vital importance because the findings and recommendations will provide comprehensive insight into a situation that may lower the standard of combat readiness in the NDF. This study will also influence policy decision making in order to better address problems of retirement package for ex-combatants as an impending issue of downsizing while simultaneously rejuvenating the force. This thesis will be useful to future researchers who might wish to expand the understanding of the effects of combat readiness and enable them to make appropriate policy recommendations that will affect military and civilian compensation in future. The end result is to ensure the rejuvenation of the force and the retention of professional combat fighting capabilities and overall combat readiness.

1.6 Research Methodology

This study is qualitative, using analytical and descriptive research methods. Interviews were conducted with respondents from throughout all rank categories. Respondents were purposefully selected based on their ability to provide pertinent information within the criteria set forth based on the topic under study.

The investigation for information had a bearing on the choice of the sampling strategies used in the study. The sampling strategies used in the study were critical case sampling, stratified purposive sampling and Snowball or chain sampling. The detailed description of the methodology used in the study will be presented in Chapter 3, which will discuss issues such as general perspective, research context, research participants, instruments used in the data collection, procedures and techniques used in the data analysis and interpretation.

1.7 Limitations of the study

There were a number of restrictions encountered during the study, such as the timeline to collect data and present a report of research. The time factor might have influenced the outcome of the study, particularly on verification of the accuracy of the data from various respondents. Another contributing issue was financial constraints, namely: travel costs, consultation fees, internet and other expenses. Additionally, the researcher found it difficult to locate retired and resigned former members of the defence force and that may surpass balance factor reported on the research project.

1.8 **Organisation of the study**

The content of the study is as follow:

1.8.1 **Chapter 1: Introduction and Background**

Chapter one introduces the study and general orientation regarding the choice of the research topic and method used. This chapter contains a general introduction to the study, background and statement of the problem. It also covers the research question, objective, significance of the study, research methodology, limitations, and organisation of the study. Finally, it gives definitions of major terms and conclusion.

1.8.2 **Chapter 2: Literature review**

Despite the fact that there is a lack of research literature on the problem of termination of services and retention of personnel in the Namibia Defence Force as relevant to combat readiness, Chapter Two presents an overview of the literature surveyed in which the findings and theoretical approaches were based. Many studies have examined the impact of combat readiness from a wide array of perspectives; and this paper has cited or quoted prominent writers who, by virtue of their professional work, were directly involved with the issue of military readiness in various ways.

1.8.3 Chapter 3: Methodology and Procedure

The Third Chapter is an explanation of the methodology used in the data collection process. This chapter includes a discussion of the study's objectives. Special attention was given on how the research methods and techniques were combined and used to provide answers to the research question and to generate the goals of the research objective. This chapter also provides data collection and the analysis of qualitative data. It presents the common practice in writing qualitative report, such as ethics, consent, validity and reliability of the study. It supports the results and findings of the study in an organised descriptive convenience using purposive methods. This chapter ends by summarizing the characteristics of the methodology.

- Aging Defence Force: Short-sighted modernization strategy to replace both aging equipment and people creates a challenge

1.8.4 **Chapter 4: Presentation and analysis of findings**

The fourth chapter presents the results of the study and provides data collection in the form of tabulation, percentages, and pie charts for easy interpretation and analysis.

1.8.5 **Chapter 5: Comparative Military Retirement Scheme**

The preceding chapter presents the results of the study. This chapter will expand the debate from different prospective scholars on the study of combat readiness.

1.8.6 **Chapter 6: Conclusions and Recommendations**

This chapter presents a summary of the study. It includes policy recommendations that would help future researchers interested in military combat readiness.

1.9 **Conclusion**

This chapter contains an overview and organisation of the subject under study. Even though there were limiting constraints, there is still enough evidence to support the study. It is, therefore concluded in this chapter that the Namibian Defence Force has experienced a problem of an aging force and is in need of putting in place policies on termination and retention of qualified personnel.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

Chapter One contextualised the background of the study and provided the rationale for problem formulation, as well as defining the relevance of the topic. This chapter articulates and analyses the history and related implications of the military retirement system on military and combat effectiveness for the defence force. This provides a strong background towards understanding the basic reasoning as to why military strategists structure retirement plans in various formats and how strategies for military retirement plans could vest in current national laws and policies including fiscal policies. This chapter goes on juxtaposing theoretical aspects that would influence combat readiness in the case that the retirement plans of the defence force institutions were not accurately created. In this regard, this chapter analyses important theories of defence such as the Maharishi absolute theory, the theory of combat readiness, the defence theory of relativity, the national security theory and the military retirement theory. The theories of motivation are also analysed as fundamentals of retention of personnel in the military. Since gender cuts across all aspects of life, this chapter investigates major feminist theories in the defence context. This chapter ends with a comprehensive summary.

1.10 Definitions of major terms

for any defence force to meet its envisaged combat capabilities and combat readiness.

[SASOL:www.dcc.mil.za/sasoldier/2005/0...](http://www.dcc.mil.za/sasoldier/2005/0...)

- Arms of service: Army, Air and Naval force (NDF, Defence Act, 2002).
- Combat readiness: combat readiness refers to operational readiness within missions or functions performed in combat. Also in military psychology, it is conceptualized in terms of collective efficacy perceived as an important component of morale, beliefs and examines some of the correlates of collective efficacy beliefs as they apply to military combat units and focused on variables of soldiers' experiences, leader's tenures, and leader's confidence in the unit 'soldiers.
<http://www.heritage.org/Research/Missile/Defence/BG1394.cfm>

Ex – Combatant's Retirement Package:

The policy seeks to increase financial benefits in terms of a lump sum payment and a monthly pension upon retirement of an ex-combatant (ZNA, Policy Retirement, 2002).

- General officers Brigadier General, Major General, Lieutenant General and General (NDF Rank structure, 2003).

- Junior officers Captain/Lieutenant (N) Lieutenant Junior Grade and Second Lieutenant (NDF Rank Structure, 2003).
- Military Readiness: Shamir (2000) defined military readiness as the nation's ability to have the right forces at the right time to fight the war. It measures and rates tactical, operational and strategic levels and consists of seven areas: people; equipment; maintenance; training; tactics, techniques and procedures; transportation and communication; and infrastructure. Readiness measures the ability of of the military unit, such as an Army division, brigade or any combat team to accomplish its assigned mission.
- Military combat “Purposeful, controlled violence carried out by direct means [or threat] of deadly force between opponents, each attempting to carry out a mission, the achievement of which has value to that side and the achievement of which is opposed in some way by the other side” and “denial of which has value to the other side.” <http://www.militaryconflict.org>

- Military Skills Development System:

According to George (2006) the expectation of innovation required to be undertaken by the Government focusing on deskilling military personnel to undertake civilian related work after their military life.

- Other ranks Staff Sergeant/Chief Petty Officer, Sergeant/Petty Officer, Corporals (NDF Rank structure, 2003).

- Senior officers Colonel/Captain (N), Lieutenant Colonel / Commander and Major/Lieutenant-Commander (NDF Rank structure, 2003).

- Termination of Service upon Retirement

: According to the Namibia Public Service Act 13 of 1995 referred to section 14 (1), and (2) is when an employee on or after attaining the age of 60 years resigns voluntarily or is dismissed. He/she is regarded as having retired and he/she will receive a pension benefit according to pension regulation 10.

2.1.1 **Maharishi absolute theory of defence**

For David & Kenneth (2001) the maharishi absolute theory of defence emphasises a conventional military training that involves physical conditioning for performance, and for military personnel to develop their full potential. They further argue that training would lead to another level of understanding among old and new blood servicemen. This implies for them that the maharishi absolute theory of defence emphasises a conventional military training that involves physical conditioning for performance, and for military personnel to develop their full potential. Maharishi's absolute theory considers training as independent variables which regulate understanding of the concept that defence and military units such as battalions, divisions, air squadrons, fleets, battle groups, etc., are parts of the social structure of society. Each unit exhibits a varying degree of orderliness and harmony that produces its own collective spirit or morale. Morale is a powerful strategic asset of any given defence force. The concept of Maharishi's collective consciousness of military states that the military is like a society that influences ethics or morale. It is also worth arguing that, Maharishi's absolute theory of defence tallies with the functionalist theory of sociology, which implies that one can compare society to a living organism, in that both a society and an organism are made up of interdependent working parts (organs) and systems that must function together in order for the greater body to function.

The concept is that if one of these parts of society is not working properly then the whole society or organisation is dysfunctional and could eventually fail. Taking into account the organisational structure of the Namibian Defence Force in terms of its wings, (Air Wing, Maritime Wing and the Army), this thesis draws a useful conclusion from Maharishi and the Functionalist theories. It follows that, if one of the wings makes significant strides in, for example, recruiting young and well educated personnel, improving moral, training, motivation and acquiring sophisticated equipment, but other wings retain old non-productive, non-motivated, untrainable personnel and old weapons, then it is likely the whole system could be regarded as dysfunctional, and thus, combat readiness is compromised.

2.1.2 Theory of combat readiness

According to Frederick the Great (1756-1763) as quoted by Ramano (1999) Sun Tzu and Chanakya introduced the theory of combat readiness drawn from the development of military strategy which was founded as far back as 500 BC. The campaigns of Alexander the Great in the 1943 North Africa Campaign, as well as, Chandragupta Maurya, Hannibal, Qin Shi Huang, Julius Caesar, Zhuge Liang, Khalid ibn al-Walid, Rommel, Montgomery and many others show that their planning demonstrated some aspects of practical force readiness strategic planning.

Frederick the Great further argues that it was not until the 18th century that military strategy was subjected to serious study. The general theory of readiness is rooted in assessments of national interests, and how these interests can be promoted within the domestic, regional and global setting, at present and in the future. Thus, it entails the provision of the defence force to achieve

the capability of providing protection of the sovereignty and territorial integrity of a given country (Ramano, 1999). For example, Smith (1976, p.23) argues that nations arm themselves to protect their societies from national violence and international invasions. It was argued in this theory that the strategy was regarded in principle and was seen as a weapon of victory and the combination of combat readiness application of the best finest operational tactics and the replacement of manpower on the battlefield. In addition, Ricardo (1976, p.26) claimed that defence forces frequently modernised their Arms of service to be combat ready. However, critics of this theory opine that this frequent modernisation causes other nations to become concerned with their own security and is costly to the public. Eland (2000) argues that state funds available for combat readiness are largely illusory. Eland also said that money that could be spent on training, spare parts, and other items to remedy readiness gaps are wasted through misallocation to less worthy objectives. It was deduced from this theory that there is a correlation between combat readiness and the combat material at the disposal of the national defence. This implies that the army is regarded as combat ready if it is well equipped, no matter how costly, to encounter any national and international threats. It would be correct to argue that this theory puts more emphasis on maximising security through military superiority while less attention is paid to motivation of the troops. In this regard, this tallies partially with this thesis in the essence of the fact that modern equipment and well trained staffs are equally essential for the combat readiness of the military. That aside, this thesis supports Eland to the extent that cost-effectiveness and efficiency should be some of the major considerations in military planning.

2.1.2 The defence theory of relativity

According to Eastgate, in Cooper (2006), “The Defence Theory of Relativity” was created by Brian Cooper, then Colonel of Operations at Headquarters Field Force Command at Victoria Barracks in Sydney’s Paddington in Australia in the early 1980s. For Cooper (2006, p.2) “The Defence Theory of Relativity states that a military's ability to defeat a defence threat is relative to the structure of its defence force, the morale and fighting ability of its troops, the quantity and effectiveness of its weapon systems, its ability to sustain the force and its adherence to the principles of war”. Cooper (2006) also recognises the complexities of defence by taking into account the past history of the development of force personnel for warfare through to the current design, training and the equipment of developmental military affairs. In this regard, the major term in Cooper’s theory is “relativity” which in science refers to the relationship between time, space and movement. This definition could also be used to determine the relevance of the military in terms of time and economic space. Cooper (2006, p7) explains this with reference to Australia’s situation that;

Most Australians, being a happy, sports loving people, pay scant attention to matters dealing with defence and foreign affairs. In the more recent conflicts in which Australia has been involved in the Middle East, South East Asia and the South West Pacific, the only Australians touched by these wars are the relatives and friends of the Australian Defence Force personnel who have been committed to these conflicts.

This means that many people develop perceptions that military is not relative or even required, especially during peacetime or when that section of the population is not directly under threat.

On the basis of this, this thesis supports Cooper's Defence Theory of Relativity resulting from its relevance to the situation under study and in the context of Namibia and the NDF. The rationale to support this theory results from the following other international and local defence questions which are addressed in The Defence Theory of Relativity: Does Namibia have enough soldiers? What new fighter/strike aircraft should the NDF purchase? Are the proposed new ships for the Maritime too large? Is Namibia under threat? In line with the Theory of Relativity questions such as these could determine whether the NDF is relative or not and more data is provided in Chapter 5 of this thesis.

2.1.4 Conventional Theoretical Approaches to National Security

There are many theories of national security which include both conventional and unconventional theories. This thesis adopts only the balance of power approach as one of many of the conventional theories due to its relevance to the objectives of this study according to Moore & Turner's (in O'Connor 2006). The balance of power approach is more classical in nature. In terms of this theory, The "just equilibrium" doctrine or axiom is emphasized which is intended to prevent any one nation from becoming sufficiently strong so as to enable it to enforce its will upon the rest (O'Connor 2006). The main argument in this approach is that the world is seen to best made up of different state actors who do what comes naturally by uniting in alliances or coalitions with one another to counter a threat. O'Connor further explains that technically, "alliances" (like most international organizations) are formalized through treaties and endure over the long term while "coalitions" are generally less formal, issue-specific, and in it for the short-term.

It is also notable that, treaties in today's world are reflected in *three great alliances* that currently exist such as: (1) NATO, or the North Atlantic Treaty Organization; (2) the U.S.-Japanese Security Treaty; and (3) the CIS or Commonwealth of Independent States made up of twelve former Soviet republics.

Balancing can occur internally or externally. Internal balancing is when a state strengthens itself via greater mobilization of resources within its own borders, and external balancing occurs by forming coalitions with allies to pool resources against a common threat or enemy. Based on this theory, this thesis deduces that an important lesson is required in shaping data analysis in Chapter 5 with regard to variables of combat readiness and retention of personnel in the NDF. This would lead to arguments such as, whether the current NDF personnel in all wings are at the level of qualifying the force to join coalitions or join international military pacts. Hence this theory enables us to revisit the current National Defence Theory.

2.1.5 Feminist theory and the impact of women on combat readiness

Although history gives us several different categories of feminist thought, they will not all be examined within the context of this study. According to Abbas & Rosser (2005) feminist theory encompasses gender inequality (discrimination, stereotyping, objectification -- especially sexual objectification), oppression and patriarchy. Abbas and Rosser defined feminism as having diverse, competing, and often opposing collections of social theories, political movements, and moral philosophies, largely motivated by or concerning the experiences of women, especially in terms of their social, political, and economical inequalities. Abbas and Rosser theories focus on eradicating gender inequality and promoting women's rights, interests, and issues in society. The most well-known types of feminism are:

2.1.5.1 Liberal feminism

According to Rosser (2005), liberal feminism seeks no special privileges for women and simply demands that everyone receive equal consideration without discrimination on the basis of sex. Rosser further elaborated that Liberal feminists would seek to remove barriers that prevent equal access for women to information technology jobs meaning not only to provide economic equality but to provide access to higher-paying jobs for women. Putnam (1998) explains that Mary Wollstonecraft, one of the earliest liberal feminists, denied that women's emotional disposition was due to nature. Putnam further argues that Wollstonecraft (1792), instead believed the manner in which women are treated by society is the direct cause of their personality traits. This has direct links with Melissa (2007) who argues that attitudes towards the role of women in the military require the reconciliation of two often conflicting beliefs: those about the roles and rights of women, and those about the military. She added that there is a need to explore the relationship between positive attitudes toward women's roles throughout society and positive attitudes toward defence spending. The relationships can be linked with each other or within the context of attitudes towards gender integration in the military. Wollstonecraft (1792) believed that if men were forced to be "locked in the same cages" that women are subjected to, men too would be over-sensitive, narcissistic, and self-indulgent.

At the same time, *Egalitarian liberal feminism* conceives of freedom as personal autonomy (living a life of one's own choosing) and political autonomy (being co-author to the conditions under which one lives). Egalitarian liberal feminists hold that the exercise of personal autonomy depends on certain enabling conditions that are insufficiently present in women's lives, or that

social arrangements often fail to respect women's personal autonomy and other elements of affecting the ability of a woman to flourish (Baehr, 2007).

Rocker-Gladen (2008) presents an interesting point of view concerning liberal feminism in which it is characterized as an individualistic emphasis on equality. According to this philosophy, society itself does not need a major overhaul, but rather laws need to be changed in order that opportunities are created which allow women to become equals within a society. To a liberal feminist, evidence of progress is seen largely by the number of women in positions previously occupied only by men, especially high ranking and powerful positions. This thesis argues that the issue of women in the military is more one of women's equality than of national defence and those policy discussions are not always structured accordingly, with full gender considerations. This transpires in data from interviews in Chapter 4.

2.1.5.2 **Socialist feminism**

According to Cronin (2007), socialist feminism which draws on aspects of Marxist feminism and radical feminism, emerged in the 1970s as a possible solution to the limitations of existing feminist theory. Holmstrom (2002) explains that it has sometimes been called Marxism, sometimes socialist feminism, sometimes womanism, sometimes materialist feminism, or feminist materialism, and sometimes is implicit in work that bears no theoretical labels. Similarly, Rockler-Gladen (2008) argues that socialist feminism (sometimes known as Marxist feminism) is different from liberal feminism in that it emphasizes that true equality will *not* be achieved without major overhauls within society, particularly economic overhauls.

Rockler-Gladen (2008) emphasizes the point that socialist feminists argue that there are fundamental equalities built in capitalistic societies, because power and capital are distributed unevenly. Thus, it is not enough for women to individually work to rise to powerful positions in society; rather, power needs to be redistributed throughout society. Sally (2003) and Friedrich Engels (who co-authored the Communist Manifesto with Karl Marx) wrote that sexual divisions were not based upon nature, but upon the system we live under. Although this thesis may concur with general expressions and perceptions on the role of women in military and the concept of gender equality in the defence forces, as will appear in Chapter 4, the thesis also supports the theory in the sense that women are exploited at the work place and in the home and that currently women's work is often poorly paid and under terrible conditions. It is correct to concur with this theory particularly on the notion that patriarchy in whatever type of organisation, including military, cannot be glorified.

2.1.5.3 **Radical feminism**

Naturally, radical feminism and social feminism are interrelated. As stated by Brookes (2008, p8), "Radical feminism states that the defining feature of women's oppression is the society's sexist and capitalist hierarchy." Lewis (1999, p9) on the other hand, refers to radical feminism as "a philosophy emphasizing the patriarchal roots of inequality between men and women, or more specifically, social dominance of women by men". Radical feminism views patriarchy as dividing rights, privileges and power primarily by gender, and as a result oppressing women and privileging men. Replicating this into the military context, Mitchell and Fenner's study as cited in Terry (2005) argued that only one-third of uniformed women today believe that the military's primary purpose is to fight wars.

Nowhere in the military do women meet the same physical standards as men, not in the military academies, not in the basic training, and certainly not in the field. This refers to the fact that the military in general is regarded in many societies as a male domain. However, this theory is acceptable since it opposes patriarchy, not men. To equate radical feminism to man-hating is to assume that patriarchy and men are inseparable phenomena. This thesis draws an important lesson from this theory that only the eradication of patriarchy in the NDF can give women in uniform true equality. In this regard, this thesis supports Brookes (2008) that the only way to rid society of patriarchy is to attack the causes of the problems and also to address the fundamental components of society that support them.

2.1.6 Theories of motivation, need and cognitive

For Ken & Param (2000), the theory of motivation recognises the links between what people do to get things they want while avoiding things they prefer that their organisations would not. Since the major objective of this thesis is to synchronise combat readiness in the NDF and the implication of retention of personnel, it becomes vital to also look at important theories of motivation. "Motivation", according to Schermerhorn, et al. (2000), can be defined as forces within an individual that account for the level, direction, and persistence of effort expended at work". Employee retention, especially of your best, most desirable employees, is a key challenge in organizations today. Retention will be a challenge, according to a recent study. Generally, retention requires a competitive salary and great benefits. However, retention of the best employees requires a whole lot more. Employee involvement, recognition, advancement, development and pay based on performance put an institution on the right path towards its quest to retain the best and required staff (About.com 2009). To understand motivation in full, the

following section analyses different theories of motivation and how they could relate to the study.

2.1.6.1 Taylor's Theory of Scientific Management and Mayo's Human Relation School of Thought

Frederick Winslow Taylor (1856 – 1917) put forward the idea that workers are motivated mainly by pay. In Taylor's theory, workers do not naturally enjoy work and so need close supervision and control. In that regard, managers should break down production into a series of small tasks. Taylor also concludes that workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task. Workers are then paid according to the number of items they produce in a set period of time, entitled piece-rate pay. As a result, workers are encouraged to work hard and maximise their productivity. Taylor's theory tallies with the military type of management where managers or commanders take all the decisions and simply give orders to those subordinate to them. However, Taylor's approach was disliked by many, much in the same way the current military leadership style is disliked by many. Workers become stagnated and bored as a result of being given only boring, repetitive tasks to carry out. For example, in the NDF, many were forced to participate in the "Chicken Parade" for eighteen years and were treated little better than human machines. Since, Taylor's approach, in which classical is more militaristic, this thesis investigates its relation to the NDF situation in Chapter 4.

Unlike Taylor, Elton Mayo (1880 – 1949) believed that workers are not just concerned with money but could be better motivated by having their social needs met whilst at work. He introduced the Human Relation School of Thought, which focused on managers taking more of

an interest in the workers and treating them as people who have worthwhile opinions, realising that workers enjoy interacting together.

For Envision (1999-2005), Elton Mayo tested those variables affecting productivity. Specifically Elton Mayo wanted to find out what effect fatigue and monotony had on job productivity and how to control them through such variables as rest breaks, work hours, temperature and humidity. In the process, he stumbled upon a principle of human motivation that would help to revolutionize the theory and practice of management. Elton Mayo selected two women, and had those two select an additional four from the assembly line, segregated them from the rest of the factory and put them under the eye of a supervisor who was more a friendly observer than disciplinarian. Mayo made frequent changes in their working conditions, always discussing and explaining the changes in advance. Accordingly, the outcome was that better communication between managers and workers, greater manager involvement and working in groups or teams were essential for motivating the employees. This thesis concurs with Mayo's teamwork approach but, it is not certain whether this can maintain the morale of soldiers during peacetime where the need of teamwork is low. It could be assumed that during combat operations and peacekeeping missions this theory would be of great use.

2.1.6.2 Maslow's hierarchy of needs theory and Herzberg's two factor hygiene factor theory of motivation

Unlike Mayo, Abraham Maslow (1908 – 1970) along with Frederick Herzberg (1923) introduced the Neo-Human Relations School in the 1950's which focused on the psychological needs of employees. Maslow put forward a theory that there are five levels of human needs which

employees need to have fulfilled at work. All of these needs are structured into a hierarchy (see below) and only once a lower level of need has been fully met, would a worker be motivated by the opportunity of having the next need up the hierarchy levels satisfied. For example, a person who is dying of hunger will be motivated to achieve a basic wage in order to buy food before worrying about having a secure job contract or the respect of others. This implies that the Ministry, for example, cannot conduct an appropriate level of training to servicemen which lies within the self-actualization part of the hierarchy (see below) while the basic needs, such as salaries, are not met as a motivation technique. The same also applies that the Ministry cannot increase the salary of the servicemen and leave them without appropriate training or security as part of training. But this thesis agrees with the theory on the basis of the fact that the employer may have to offer a slightly different set of incentives from worker to worker.



In terms of Frederick Herzberg (1923-) he had close links with Maslow and believed in a two-factor theory of motivation. Furthermore, Hertzberg argues that there are certain factors that a

business can introduce that would directly motivate employees to work harder. These are referred to as “motivators”. At the same time, there are also factors that would de-motivate an employee if not present, although would not in-and-of themselves actually motivate employees to work harder and these are called “hygiene factors”. What Herzberg teaches is that motivators are more concerned with the actual job itself. For instance, they are more in to how interesting the work is and how much opportunity it gives them for extra responsibility, recognition, and promotion. Hygiene factors are factors which ‘surround the job’ rather than the job itself. For example a worker will only turn up to work if a business has provided a reasonable level of pay and safe working conditions, but these factors will not make him work harder at his job once he is there. Importantly, Herzberg viewed pay as a hygiene factor which is in direct contrast to Taylor who viewed pay as piece-rate in particular. Herzberg believed that the institution is only motivating employees if it adopts a democratic approach to management and improves the nature and content of the actual job through certain methods, such as:

- Job enlargement – involves workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting.
- Job enrichment - involves workers being given a wider range of more complex, interesting and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement.
- Empowerment means delegating more power to employees to allow them to make their own decisions over areas of their working life.

This theory reflects some important aspects that this thesis deals with, such as salaries and promotions in the Namibian Defence Force. In that respect, it also provides useful induction to this study by investigating whether soldiers resign from the force because of the lack of opportunities to obtain extra responsibility, recognition and promotion, or contrarily those who do not have the ability to resign are just coming to work for pay and they are not really interested in the job. This is confirmed by data from interviews in Chapter 4.

2.1.6.3 Alderfer's ERG theory

The last theory of motivation this thesis analysed is Alderfer's ERG theory. ERG stands for according to Oppapers.com (2009):

- Existence needs (physical well-being)
- Relatedness needs (satisfactory relations with others)
- Growth needs (development of competence and realization of potential)

Ratzburg (2009) also indicates that this is very similar to Maslow -- can be seen as just collapsing into three tiers. For example, in Alderfer's model, sex does not need to be in the bottom category as it is in Maslow's model, since it is not crucial to (the individual's) existence. Ratzburg further explains that Alderfer believed that as you start satisfying higher needs, they become more intense (e.g., the more power you get the more you will want); it is like an addiction. This theory argues that (Bartol 2001):

- Not everyone is motivated by the same things. It depends where you are in the hierarchy (think of it as a kind of personal development scale).
- The needs hierarchy probably mirrors the organizational hierarchy to a certain extent: top managers are more likely to be motivated by self-actualization/growth needs than existence needs.

This theory also reflects important meanings to this thesis. For example, the problem of motivating through promotion in the Namibian Defence Force may lead to the failure to motivate all. The point of argument here is that people are motivated by the same factor; moreover, motivation from one rank to the next one can still make the person addicted to promotion and after some years without a promotion the person will become discouraged and demand another promotion. This idea concurs with this thesis; especially in an attempt to investigate retention of personnel which in turn upholds combat readiness and national security.

2.1.7 Conclusion

This chapter covers important components of theories interpreting combat readiness and retirement issues in the NDF's context. The study construed motivation theory factors that are relevant to combat-ready forces. It is an important guide in solving motivation problems within an organization. The NDF should consider an employee's motivation at induction and at exit retirement. These theories will help the defence force to better recognise a performance appraisal that shall result in the realization of personal goals. Even though the NDF personnel policy addresses some motivation factors, there is a need to focus on the retention factor. The

retention factor recognises individual achievement, be it tertiary qualifications or work related technical improvements, as motivation efforts and performance relationships.

CHAPTER 3

METHODOLOGY AND PROCEDURE

Chapter Two has analytically presented the important theories underpinning this thesis. This chapter sets out to outline the methods and procedures that were used to carry out this study. It highlights the research design, population sample, and type of data collection for the study project.

3.1 RESEARCH DESIGN/STRATEGY

This study is of a descriptive nature using qualitative methods. A minimum of quantitative data was obtained through questionnaires. The sample was stratified where the population was divided into rank categories and a specific number of issues were selected from each rank category. The researcher conducted a focus group in order to monitor and to make a note in the process of interaction among the participants, as well as to have access to the substantive content of verbally expressed views, opinions, ideas, attitudes and experiences.

The approach has been chosen because of its relevance to this kind of research. According to Berg (1998) and Morgan (1997), the focus group is a give-and-take situation in terms of interactions, meanings and answers. In this context they are socially constructed rather than individually created and can represent a diversity of views, experiences and opinions. Leevy (2005, pp.94-164), argues that researchers seek to better understand the subject under

investigation by exploring open questions through interviews, interpretations, and interactions with the participants. The researcher contextualizes the situation and the information which helps to explain the phenomenon under study.

In contrast, Glatthorn (1998, pp.33-34) claimed that making a preliminary choice of methodology research design should cover among others, related concepts which have either quantitative or qualitative perspectives. A qualitative perspective emphasizes a phenomenological view in which reality is improved in the perceptions of individuals. Studies deriving from this perspective focus on meaning and understanding taking place in naturally occurring situations (McMillan, 1996). The study entails reading relevant literature on the subject matter, particularly textbooks, journals, magazines, internet sources and archives. The method of data collection includes personal interviews with respondents, and both structured and unstructured questionnaires.

3.2 Population

The population of this study is 10,476. This was comprised of 337 senior officers, 530 junior officers, 327 warrant officers and 9282 other ranks that represent the Namibia Defence Force.

3.2.1 Sample

The total population of NDF is estimated at 10,476 male and female (NDF Report, 2008). There are a total numbers of 8927 male and 1549 female soldiers.

Defence Force Estimate statistics for 2007/8

Rank categories	Strength	Respondents	Army	Air Force	Navy
Senior officers	337 (3.22%)	50 (3.16%)	26 (1.94%)	12 (10.08%)	12 (10.08%)
Junior officers	530 (5.06%)	60 (3.18%)	30 (2.24%)	15 (12.61%)	15 (12.61%)
Warrant officers	327 (3.12%)	50 (3.16%)	26 (1.94%)	12 (10.08%)	12 (10.08%)
Other ranks	9282 (88.6%)	1420 (89.87%)	1260 (93.89%)	80 (67.23%)	80 (67.23%)
Total	10476 (100)	1580 (100%)	1342 (100%)	119 (100%)	119 (100%)

3.2.2 Sampling procedures

Based on the statistics above, the following sampling techniques were used to draw a sample from the main population of NDF's serving members. The sampling techniques used are purposive and convenience which targeted 1580 NDF serving members including the General officers, senior, junior and warrant officers and other ranks. The researcher focused on seven units in Windhoek, Okahandja, Otjiwarongo, Otavi, Grootfontein and Oshakati/Ondangwa and Walvis Bay.

3.2.3 Sampling techniques

Since this research is qualitative, the sampling technique adopted is stratified convenience and purposive technique. Convenience was used to interview members of the force that were stratified by different rank categories for a total number of 1580. The purposive was used to interview General officers as key informants.

3.3 Research instruments

The main instruments used in data collection for this study are questionnaires, structured and unstructured. Questionnaires which were used as research guide during the interviews for lower ranking service men, warrant officers, and officers. The questionnaire has been categorised into three sections as follows:

Appendix C: Questionnaire for junior officers and other ranks.

Appendix D: Questionnaire for key informant Senior and General officers.

Appendix E: Questionnaire for legal personnel/officers and Public Service Commission.

3.4 Research Procedure

Some collected data was tabulated while others has been expressed in the form of percentages and pie charts for easy interpretation and analysis.

Data analysis focused on group interviews and individual respondents; and questions were designed accordingly. The interviewer's content was analysed, interpreted and validated with all

data recorded into the computer. The researcher was able to successfully visit military bases in Windhoek, Otjiwarongo, Otavi, Ondangwa, Oshakati, Grootfontein and Walvis-Bay between mid December 2010 and January 2011.

Participants were consulted with regard to the authenticity of the research topic to enhance the dependability of the findings and to facilitate ownership of the process (Terre Blanche & Durrheim, 2002).

3.4.1 **Ethics considerations**

During the research project, certain ethical guidelines were observed. Prior to the initiation of fieldwork, the research project proposal was first approved by the Post Graduate Studies Committee (PDSC) and subsequently endorsed by the Senate of the University of Namibia. Following this approval, the researcher also approached the Ministry of Defence for permission to conduct research interviews in the formation and unit of the defence force, which was later granted, (see attached appendices A and B). The study design was based on the principle of voluntary participation and anonymity was allowed during the research interview. Participants had the liberty to participate or withdraw from the study anytime they wished, however, no withdrawals were observed in this study.

3.4.2 **Informed consent**

Prior to starting any research project, it is important to consider research ethics. Kimmel (1998) sees ethical problems as both personal and professional. Gall et al (2003) state that it is very important that a researcher inform the respondent about what take place during the research study and of the intended use of the research data that is collected. Respondents must give their consent to participate in the study. Since all respondents in this study were adults, explanations about the research were given to each respondent at the beginning of each individual interview.

According to Gall et al (2003), who referred to the Institutional Review Board, it is required that each prospective research respondent receive a letter describing the research and the conditions of his/her participation. In this study that information was communicated orally between the researcher and the respondent and was repeated several times before the interview.

3.5 **Validity and reliability of the study**

According to Kvale (1996), validity means the trustworthiness of the statement. Sarandakos (1998) further states that validity is the ability to produce findings that are in agreement with theoretical or conceptual values. This means a valid study produces accurate results by measuring what is supposed to be measured.

Reliability is the extent to which a procedure produces similar results under constant conditions on all occasions (Bell, 1996). Yin (2003, p. 37) elaborates that “the objective of reliability is to be sure that if a later investigator followed the same procedures as described by an earlier

investigator and conducted the same study all over again, the later investigator should arrive at the same findings and conclusions”.

The goal of reliability is to minimize errors and biases in a study. In many qualitative studies, validity and reliability are measured by triangulation. According to Patton (1990), however, validity and reliability depend greatly on the methodological skills, sensitivity and truthfulness of the researcher.

3.5.1 **Validity**

The strength of a particular study, as stated by Maxwell (1992) pertains to the Respondents' understanding of the importance of their response. The first concern of most qualitative researchers is with the factual accuracy of respondents' accounts, the respondents may be making up or distorting the things they saw and heard. Wolcott's study as cited in Maxwell (1992) maintains that description is the foundation upon which research is built.

In this study, the researcher has tried to strengthen the validity of the study by consulting different individuals. During the consultation period, the design of the interview guide was thoroughly discussed and pre-tested in order to refine the data collection plan and the procedure that was to be followed. Amongst the main sources consulted are lecturers (supervisor), colleagues and reference books. Prior to the interview, the concepts were clearly discussed and understood well by the interviewees. Very importantly, the researcher used the same guide for all the respondents to ensure the trustworthiness of the findings.

The introduction to the interview and probing were made to all the interviewees. Interviewees were given enough time to express themselves clearly, and were asked if they had anything to add at the end of each question. To make sure that the information is believable from the perspective of the respondents, follow-up interviews were carried out to make changes and clear up misunderstandings. As a result of this, more information was collected.

3.5.2 Reliability

The reliability of the data collected is often reflected by the generalization of findings. According to Maxwell (1992) there are two aspects of generalization in qualitative research: generalizing within the community, group or institution studied to persons, events and settings that were not interviewed; and generalizing to other communities, groups or institutions. The first is referred to as internal generalization and the latter as external generalization. This study poses some special problems for internal generalization because the researcher interviewed mostly the members of the defence force and that may influence internal perceptions on the subject matter.

In winding up, the sample methods were relatively unique when undertaking this study. The researcher studied the phenomenon in-depth in its context. To secure the reliability of this study, the researcher has tried to be more operational based on previous experience of relatively similar situations. Throughout the interview, the researcher assumed the role of a listener, and the data had been recorded accurately and kept for further enquiries.

Although the researcher has tried to secure reliability in this study, the information obtained cannot be generalized either internally or externally to the population. The data obtained does, however, contribute to the understanding of the observable fact studied.

3.6 Conclusion

Each study is unique and has its own limitations. This is echoed by Patton (1990, p. 162) who states that, “there are no perfect research designs, there are always trade-offs”. The following points could be regarded as threats to this study:

Data bias is anticipated because all the selected respondents are from the same institution. This sample represents about fifteen percent (15%) of the institution which may again restrict the possibility of generalizing results to other populations. However, Meriam (1998, p. 210), cited in Grange & Newmark, 2001) reminds us that when working within qualitative methodology, it is assumed that the general lies with the particular; that is, what we learn in a particular situation we can transfer or generalize to similar situations subsequently encountered.

- The sample size constraints were unavoidable given the limited scope of a Masters study. Time and financial constraints were other limitations, so I could not include many formations, units and respondents.

- In undertaking this study the researcher not only depended on the validity and reliability of the instrument but, also on the interviewing process. I realized that although I had pre-tested and made adjustments, as a new interviewer (researcher) I had some disadvantages in the interview process.

Research bias and the effect of the researcher may be present. An effort was made not to ask leading questions. This may, however, be an impossible goal. The next chapter will discuss the findings of the study.

CHAPTER 4

PRESENTATION AND ANALYSIS OF FINDINGS

4.1 INTRODUCTION

The previous chapter focused on the research methodology used for this study. This chapter presents the findings on combat readiness in the Namibian Defence Force and explores an alternative policy of terminating and retaining expertise within the personnel of the military services. The impact on reduction of combat readiness is felt by all rank categories that admittedly, wished-for a comprehensive program aimed at reducing the impact of an aging force on combat readiness. Additional respondents raised an issue of instituting a comprehensive policy to address the issue of termination of service and retention of expertise in the military.

Though, all the issues of the study had been discussed with each rank category, namely; the generals, senior officers, warrant officers and other ranks, as well as the females interviewed, some questions received more reaction from the respondents than others. Some respondents were more willing to discuss issues that more greatly affected them and that they understood. In contrast with this, they were less willing to discuss the issues that they did not understand.

The research result, recommendations and conclusions will apply purposely and directly to the NDF.

4.2 BACKGROUND INFORMATION OF THE INTERVIEWEES

The following table presents the background information of the different rank categories in view of their perception, opinions and conceptions of addressing the issues of termination of service and the retention of expert personnel in the military as well as its impact on combat readiness.

Table 1: Category of Respondents interviewed in all Arms of service

		General officers	Senior officers	Junior officers	Warrant officers	Other Ranks	Total
Total	No	5	45	60	50	1420	1580
Number of respondents Interviewed	Percentage	0.32%	2.85%	3.80%	3.17%	98.86%	100%
Total		5	45	60	50	1420	1580

4.3 Presentation of data and findings

The table below shows the responses from a number of respondents when asked the following question:

Table 2: Retention – Do you suggest that the current payment rate of specialised salary category satisfy members of the defence force?

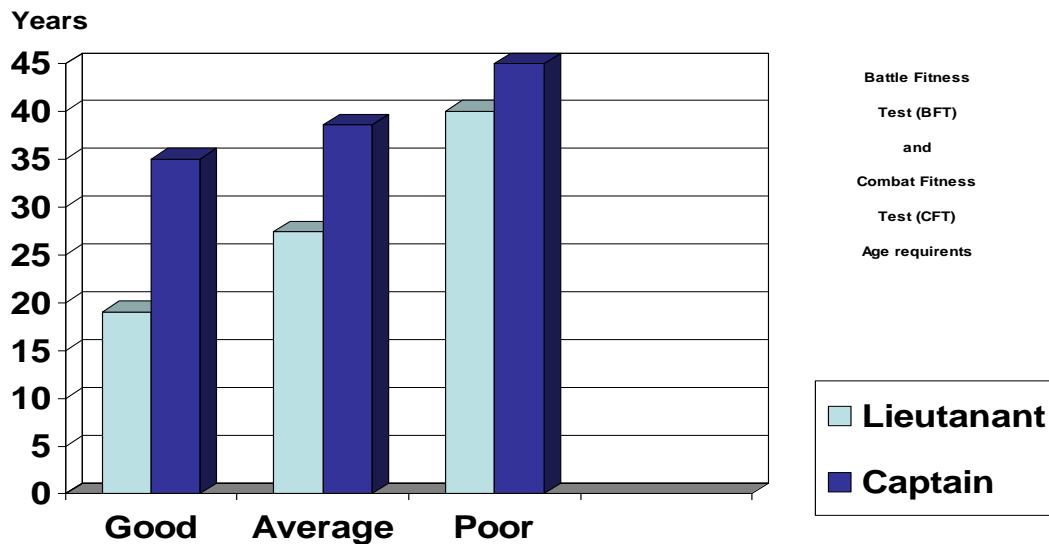
General officers		Actual Numbers	Valid Percentage
	Yes		0%
	No	05	100%
	No idea		0%
	Total		100%
Senior officers	Yes		0%
	No	43	95.6%
	No idea	02	04.4%
	Total		100%
Junior officers	Yes		0%
	No	55	91.7%
	No idea	05	08.3%
	Total		100%
Warrant officers	Yes		0%
	No	48	96%
	No idea	02	04%
	Total		100%
Other ranks	Yes		0.0%
	No	904	80.7%
	No idea	216	19.3%
	Total		100%
Female	Yes		0%
	No	297	99%
	No idea	03	01%
	Total	1580	100%

An overwhelming majority of interviewees are aware of the poor salary of specialists. Additionally, other participants raised concerns about the non-existence of specialised salary system for most of the defence force specialities, and that the Public Service Commission of the Republic of Namibia seems not to understand the levels of specialities and military qualifications that exist within the Defence Force.

The findings indicate that other ranks are not fully aware of these specialities. This discourages lower ranks from performing better and from competing for the reward of the speciality's benefits. Members of the NDF interviewed strongly suggested the following:

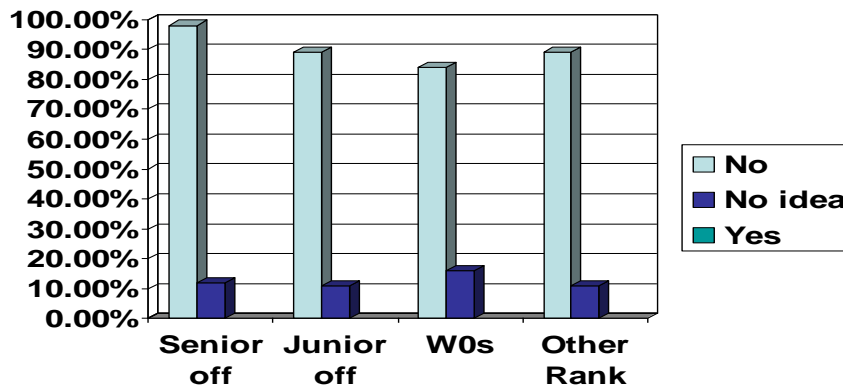
- The current payment rate of specialised salary structure is not adequate enough to attract both NDF members and outside specialised skilled personnel, who are on demand for competitive salary packages elsewhere.
- Since the inception of the Defence force, there have been many attempts to advertise for specialised fields with little success. In contrast, people do make use of employment opportunities within the NDF for the sake of acquiring working experience and resigning for greener pastures elsewhere.

Figure 1: Military Service age requirements for junior officers are 19 – 35 years versus the combat readiness.



According to data collected for Figure 1, the captain and lieutenant officers in the Defence Force are 40 years old, representing a 69.7% rating poor age for junior officers. Interviewees cited the lack of continuity to recruit and train cadets on a yearly basis as making it impossible for an officer's career to progress in the Defence Force. On the contrary, some respondent's view that combat readiness must not be determined by a perceived age group but rather by testing an individual combat fitness.

Figure 2: Do the Ministry of Defence's incentives for retirement and retention packages encourage members to retire or to reenlist?



Respondent's reactions on the question of whether the MOD's incentives for retirement and retention packages encourage members to willingly retire or reenlisted received an overwhelmingly negative (80%) response. Their responses on this question correlate with their responses on the question of whether the current rate of payment of specialised salary satisfies members of the Defence Force, where 91% of the participants responded in the negative.

When analysing the responses of those surveyed, one may conclude from the results that within the Ministry of Defence mostly ex-soldiers have a fear of surviving until their retirement due to an insufficient accumulation of retirement pension money.

Furthermore, a number of ex-combatants interviewed raised the option of contemplating an extension of service upon reaching the age of 60 years.

However, Defence Force Headquarters objected to such a proposal and maintained that the NDF should follow the exit retirement procedures as per Public Service Commission of the Republic of Namibia, unless or until a time where research proved to be convincing enough to influence high decision bodies to reverse the current practise. In contrast, the Public Service Act provision on retirement for all Public Service Servants remains at the age of 60 years. The latter would hamper the Defence Force from retiring its members as per proposal of the NDF personnel policy 2003 and subsequently effect the force combat readiness.

The following questionnaire consists of four tables that attempt to respond to issues of the resignation and retirement problem that could be perceived to have an adverse effect to combat readiness.

Table 3: Namibia Army (Strength, Resignation and Retirement) Estimate statistics for 2007/8					
Rank categories	Strength	Resignation	Percentage %	Retired	Percentage %
Senior officers	290	03	01.03%	08	02.7%
Junior officers	450	03	0.67%	03	0.6%
Warrant officers	295	01	0.03%	08	02.7%
Other ranks	7034	124	01.76%	11	0.1%
Female	1321	–	–	–	–
Total	9390	131	01.4%	30	0.32%

Data in Table 3 indicate that a significant number of other ranks are on the increase for resignation and exit retirement. This is quite worrying to the Army, because front line battles are fought by ranks other than Generals and senior officers.

Table 4: Namibia Air Force (Strength, Resignation and Retirement) Estimate statistics for 2007/8					
Rank categories	Strength	Resignation	Percentage %	Retired	Percentage %
Senior officers	25	01	04%	01	04%
Junior officers	39	07	03.83%	–	0%
Warrant officers	26	–	0%	–	0%
Other ranks	287	11	17.95%	01	0.35%
Female	158	01	06.96%	–	0%
Total	535	20	03.74%	02	0.37%

Data obtained in Table 4 indicates that there is also an increase of resignation of other ranks. This places a need to improve salaries and other basic conditions of service in order to reverse the situation. Retirement in the Air Force seems to be lower with only 0.37%. Reasons given by the respondents cited that the majority of the members are young soldiers. Cumulative resignation across ranks is also high, total of 20 vs. only 02 retirements.

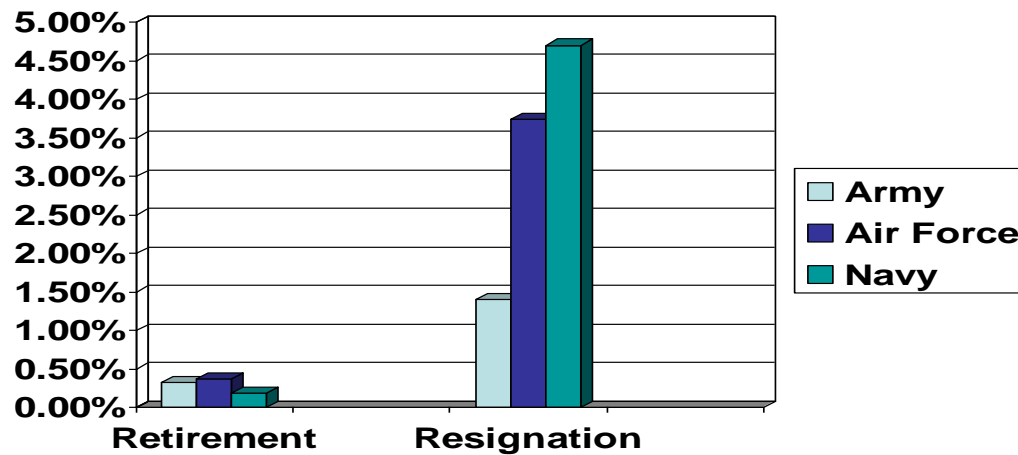
Table 5: Namibia Navy (Strength, Resignation and Retirement) Estimate statistics for 2007/8					
Rank categories	Strength	Resignation	Percentage %	Retired	Percentage %
Senior officers	22	–	–	–	0%
Junior officers	51	01	02%	–	0%
Warrant officers	06	02	33%	01	16.67%
Other ranks	412	19	06%	–	0%
Female	60	04	06.67	-	0%
Total	551	26	4.7%	01	0.18%

Data in Table 5 indicate that resignation rate is 4.7%, which represents twenty six members of the force. Some interviewees cited the cause of resignation as mostly because of lucrative opportunities outside the Defence Force.

Table 6: Defence Force (Strength, Resignation and Retirement) Estimate statistics for 2007/8									
Rank categories	Strength	Resignation				Retirement			
		NDF	Army	AF	Navy	NDF	Army	AF	Navy
Senior officers	337	04	03	01	–	09	08	01	–
Junior officers	530	11	03	07	01	03	03	–	–
Warrant officers	327	03	01	–	02	09	08	–	01
Other ranks	7733	154	124	11	19	12	11	01	–
Female	1549	05	–	01	04	–	–	–	–
Total	10476	177	131	20	26	33	30	02	01

Data in Table 6 indicates that the overall completion of this survey tops the list with one hundred and seventy seven members. The researcher did not manage to interview most of the members to get opinions and reasons for their desire to resign. Thus, the finding showed that if the situation is allowed to continue, there would be negative consequences to the Namibia Defence Force's combat readiness.

Figure 3: Are the resignation and the retirement for 2007/8 affect Defence Force combat readiness?



Respondents' reactions to the question of whether the resignation and retirement for 2007/8 affect the Defence Force combat readiness were significant: 1.4%, for the Army representing 131 members, 3.74%, for Air Force representing 20 members and 4.7%, for Navy representing 26 members. One can conclude from these results that this poses a significant reduction in combat effectiveness. An attractive retention package would be advantageous to the NDF.

This study reveals that a significant (78.3%) percentage of participants including male and female, agreed that a gender programme for 50/50 percentage representation of women at all decision making bodies, including commanders at combat fighting units, would affect combat

capabilities and readiness for war. However, the majority of the respondents interviewed indicated that a smaller number of women in the military does not affect combat readiness.

The results on the question of health status as a detrimental factor on combat and deployment capabilities received an overwhelmingly affirmative response. The majority of the respondents acknowledged that soldiers who are under Anti- Retroviral treatment have a negative effect on combat readiness. The data showed that soldiers who are over age can no longer qualify to undergo the Battle Fitness Test or the Combat Fitness Test. Interviewees believe that soldiers who are overage in certain rank category seem to have a negative impact on combat readiness.

4.3 **Conclusion**

In conclusion, the sample taken during the research study indicated that in almost every formation and unit there are a number of junior officers and other ranks who are aged fifty and over. Those interviewed were of the opinion that the force aging structure is imminent if the incentive package for ex-combatants is not addressed.

CHAPTER 5

DISCUSSION

5.1 COMPARATIVE MILITARY RETIREMENT SCHEME

This study has attempted to expand the debate from different prospective scholars on the study of combat readiness focusing specifically on comparative retirement schemes purposively based on regional defence forces. It is important to note at the outset that, although the study was not designed for comparative purposes as envisaged in the contemporary context, it is undertaken in order to unlock lessons learned. According to Powers (2008), military retirement is a financial system normally used to pay out 50 percent of a member's basic salary immediately upon retirement. Powers further emphasised that military retirement pay is unlike civil servant retirement pay systems. Additionally, Power stated that a member either qualifies for retirement by honourably serving in the military over 19 years, or does not in cases where the service member is discharged from the military without having achieved the required length of service as prescribed in an administered exit policy.

In his study Powers (2008) examined the impact of military retirement on military readiness and drew different conclusions. One of the resources he used to address the issue was an understanding of military retirement in the context of older armies of the world from which he drew his pertinent data. As a result of this study, the researcher presents a significant difference between military retirement and civilian retirement. A retired military member can be recalled to active duty, while a civilian does not risk the same situation once he or she terminates his or

her position within a company. According to the American Department of Defence (2000), soldiers that are thinking about retiring are encouraged to submit their plan so that the force can prepare well in advance their supplemental packages. It is the soldier's responsibility to ensure that his or her retirement points are correct. Schneider, Jr. (1981, p.164-173) explained that when member's eligible to start drawing retirement pay from the force their benefits do not stop once they have retired. In fact their benefits are extended on into retirement. Examples of these types of benefits are:

- **Medical Care** – When a member starts receiving retirement pay, his/her spouse and qualified dependents become eligible for medical care at military treatment facilities.
- **Dental Care** – Military facilities are available and retired military members are eligible to receive unlimited dental care. There are restrictions, however, on the amount of care extended to family members.
- **PX and Commissary Shopping Privileges** – A retired service member and his/her spouse is still eligible to continue to shop at the military exchange and commissary even after retirement. There are no limitations to the number of times these privileges may be used.
- **Space-Available Travel** – One of the greatest retirement benefits is that retired service members and his/her family can enjoy travel on military aircraft to a multitude of destinations on a space-available basis.
- **Officer/NCO Clubs** – Military retirees are eligible for membership and are granted unlimited use of officer and NCO clubs.
- **Other Benefits** – These include legal assistance, clothing sales and on-post recreation facilities such as tennis courts and craft shops. Many military installations also maintain recreation areas, seashores and mountain lodges which are also available to retirees on a space-available basis.

- **Survivor Benefit Plan** – This plan, called the Uniformed Service Survivor’s Benefit Program is for permanent members and provides retired service member’s spouse or beneficiary an annuity of up to 55 percent of the member’s monthly pay upon the death of the service member.

Member’s premiums are paid by deducting from a member’s monthly retirement pay cheques. . It is possible for defence force members to participate who have completed 20 years of service if they are not yet 60 years old. Several coverage and payment options are available to permanent members of the defence force.
- **Veterans Administration Benefits** – A death gratuity is paid to the survivor of a soldier who dies while on Annual Training Duty.
- The Veterans Administration will reimburse a portion of the money spent on the Veteran’s headstone or marker in a private cemetery. A burial flag is provided for soldiers who have several years of service in the defence force. Certain individuals may qualify for various pensions.

In conclusion, the comparison between NDF and USA Army is uneven.

5.2 Women in the military

Melissa (2007) argued that attitudes toward the role of women in the military and those about the military are different. She states that there is a need to explore the relationships between positive attitudes toward women’s roles throughout society and positive attitudes toward gender integration in the military.

Results of her study claimed that there is a negative relationship between feminism and militarism, a positive relationship between feminism and gender integration, and a negative relationship between militarism and gender integration. Her results of multiple regression analysis showed that feminism was the strongest predictor of attitudes toward gender integration while militarism was weak in its predictive ability. Applying common sense, looking at the history of men under arms, and studying a quarter-century's worth of research on women in the military, Brian Mitchell (1998) revealed how "equal opportunity" had been allowed to trump military readiness and national security.

In Namibia the role of women in the military received unprecedented attention during the NDF's first induction recruits training (1996). There were long debates as to how many women representatives would be inducted into the first defence force recruit training in comparison to their male counterparts. The percentage of female recruits was determined to be 20% at that time. This showed that the issue of sending women into combat sparked debate on the role of female in a combat zone.

According to Merideth (2004), pregnancy poses a greater impact at the tactical level. She describes the impact pregnancy has on the soldier's unit and on the soldier herself. Merideth addressed the need for a given defence force to internalise maternity policies and also recommended a specific program to support the need for improved force readiness and the need for a planned, stress – free pregnancy. According to United States Defence studies (2006), conducted after the Persian Gulf War, pregnancy rate at the onset of the war significantly

affected the deploy ability of some Army units. The non – deployable rate for women was three times greater than that of men due to pregnancy.

During the Mandume –Ya- Ndemufayo operation (2000), which was designed to conduct hot pursuit operations across the Angolan border against UNITA bandits, the Namibian Defence Force did not deploy female combatants into the combat zone. The reasoning behind that decision was that sending women into direct battle ground combat is dangerous and hazardous due to the unavailability of basic female needs in the field. Different performance expectations and responsibilities undermined women’s credibility and generated among some a perception that combat is demanding and risky with the possibility of capture by the enemy. However, this was not an issue for deployed female soldiers in DRC and in peacekeeping missions abroad. A proportional representation was recorded satisfactory.

In general, during the field research study, the question of how females affect readiness did not generate a conclusion. No consensus was reached from the respondents about pregnancy affecting personnel readiness. The majority of male and female respondents did say that pregnancy impacts readiness in the aggregate since the Namibian Army has never officially reported non - deploy ability due to pregnancies. This study did not explore all the issues related to female soldiers with reference to combat readiness; because the researcher felt that the impact of female soldiers with regard to readiness needs to be researched as an entity. The researcher concludes from a number of disparities in findings and of disagreements from various literature review materials that women pregnancy does not impact military readiness.

5.3 Policy on retirement of ex-combatants and the Zimbabwean National Army (ZNA) founding members.

Review of the literature revealed that there is much that the Namibia Defence Force can learn from the integration benefits of ex-combatants in neighbouring countries such as Zimbabwe and South Africa. This study analyses the Zimbabwean and South African defence force's official documents that address the benefits of retirement and retentions of ex-combatants. These will stimulate the comparative study and draw policy recommendation to change the existing paradigm and improve NDF military combat readiness. The United Nations (2000) played a pivotal role in Zimbabwe's independence. Britain, the former colonial power, desired to exclusively influence a short transitional period. The current Zimbabwean National Army has legal rules in place that govern the implementation and the execution of policy on the retirement of ex-combatants and the ZNA founding members' benefits.

According to the Policy Memorandum on the Retirement of Ex-Combatants and ZNA Founding Members (2002), it sought to increase financial benefits in terms of lump sum payments and monthly pensions upon retirement of an ex-combatant, including ex-combatants in the colonial regime. These groups of ex-combatants were then integrated and formed the ZNA between 1980 and December 1983. The policy had been proposed after realising the financial disadvantages suffered by most ex-combatants and all founding members of the ZNA upon retirement. Issues were raised that some of the ex-combatants would retire before completing twenty years of pensionable service. The payment of better pensions upon retirement is largely determined by the

number of pensionable years in service and the rank of the individual upon retirement. It is for that reason that the short lived involuntary Retirement Package be redressed by the award of one-third of a member's pensionable years of service and the award of promotion to the next higher rank. Policy Memorandum on the Retirement of Ex-Combatants and ZNA Founder Members (2002) compensates for the loss of promotion. His Excellency, the President and Commander-in-Chief of the Zimbabwe Defence Forces approved the promotion of ex-combatants and founding members of the ZNA to one rank above their current pay grade upon retirement.

However, such an approved promotion policy is limited only to the ranks of Private soldier to Brigadier General. The promotion of two star Generals and above would be the prerogative of the President and the Commander-in-Chief of the Zimbabwe Defence Forces. The policy made a provision that all members who were eligible by virtue of being an ex-combatants or founding member of the ZNA and who retired as from 01 January 2002 were to be promoted one rank up in retrospect and have their benefits re-calculated. The policy will be defunct with the retirement of the last ex-combatant or founder of the ZNA (Zimbabwe War Veterans Act, Act 4/1992, 1/2000, 22/ 2001).

In conclusion, the Zimbabwe Defence Forces' Policy on Retirement of Ex-Combatants was born out of difficulties occurring after 19 years of independence. At that time a number of ex-combatants were aging and had to retire with little accumulation of pension fund. Life was difficult for the ex-combatants after retirement, and such situation is similar to the NDF. The majority of NDF ex-combatants are also aging and are requesting that the authority extend their service contract. The approval of member's extension is compromising the force's combat

readiness. There are demands for the Minister of Defence to submit a proposal of Act to Parliament on Retirement of soldiers according to age disparity in different rank categories, as opposed to Public Service Act, so that the force will avoid becoming an aging personnel structure.

5.4 South Africa National Defence Force (SANDF) Mobility/Exit Mechanism (MEM) for uniformed members

The South African National Defence Force (SANDF) exit mechanism package is relatively similar to the Zimbabwean policy on the retirement of ex-combatants. This comparative study, however, is intended to draw on lessons learned from the SANDF concerning challenges and problems they have encountered in the implementation of the Mobility Exit Mechanism (MEM) package. The end state is to rejuvenate the force and improve military combat readiness. The SANDF Military Attaché to Namibia confirmed that the Mobility Exit Mechanism entailed the transformation of the armed forces in South Africa during the country's democratization in 1994 (S.Z. Mama, personal communication, March 19, 2008). According to SANDF (2005), the armed forces in South Africa were characterized by the integration and unification of various components and segments of the military machinery into a new national military establishment that reflected the new political dispensation. The integration process included the absorption of the soldiers of the ANC's former military wing Umkonto We Sizwe into the rank and file of the new South African National Defence Force (SANDF). According to George & Sexwale (2005), prominent businessmen in South Africa are encouraged to incorporate soldiers into the private sector by assisting with reskilling programmes, especially for military veterans and soldiers who

are in the lower rank levels. They went on to emphasise that the armed forces are the first people to be forgotten and the first to be called if there is a crisis. The 2010 South African human resource strategies aimed at rejuvenating force combat readiness were misunderstood. George and Sexwale, pointed out that the aim of exiting the aging soldiers was to ensure the establishment of the most effective, efficient and economic Defence human resources composition with the right quantity and quality. It is, however, not a retrenchment tool.

The South African National Defence Force (2005) launched a successful implementation of a mobility/exit mechanism (MEM) for uniformed members in July 2005. It is enabling the Department of Defence (DOD) to make tangible progress in right-sizing the composition of human resources within the South Africa National Defence Force (SANDF). The process is a realistic succession plan that guards against an exodus of scarce skills and specialist knowledge. The SANDF is doing this in order to slowly deliver on their Defence strategic objectives by creating space for rejuvenation while addressing the challenge of how to deal with stagnation and the transformation agenda for exit severance/package pays for ex-combatants. This will further open opportunities for a greater number of young, deployable and employable personnel for the defence in that country.

The Zimbabwe process was facilitated by the country's legislative law, of which details have been discussed under paragraph 2.2.3 on page 40. There is enough literature material supporting a workable solution that addresses the exit package pay for ex-combatants (Zimbabwe War Veterans Act, (Act 4/1992, 1/2000, 22/ 2001).). The exit mechanism should also include attractive incentive packages to retain specialised personnel whose knowledge, skills and

qualifications are in demand outside the Defence Force. Moreover, the Zimbabwe and South Africa experience may tally with the situation within the NDF, because it has also been formed by ex-combatants groups, SWATF and PLAN. Post-independence recruitment started bringing in new blood in 1996, and the age and qualification standards for candidate officers and other ranks followed with the Draft Personnel Policy (2003). But this policy excluded the ex-combatants who at induction could not meet entry requirements. Literature study on mobility/exit (2005) reveals that the defence force worldwide is unique in both recruitment and staffing. However, in Namibia the recruitment and termination of service for members of the force follows the public civil servant regulation, called Public Service Act (Act 13 of 1995). The Public Service Act and regulations guides the recruitment and retirement of soldiers at the age of 60 years and the latter affects the efficiency of combat readiness. This causes problems when implementing the NDF personnel policy which suggests retirement to be done according to age disparity in different rank categories. <http://www.dcc.mil.za/sasoldier/2005/0...>

Should the same rules of the Public Service Act continue to be applied to the military in its current form? The issue of combat effectiveness will be affected in many ways. The NDF personnel policy (2003) states that the exit age for all ex-combatants should be done according to the Public Service Regulations Act, 1995 (Act 13 of 1995). This practice has put the Namibian Defence Force behind other defence forces worldwide in regards to military retirement, where retirement is done in accordance to age differentiation in rank categories.

The SANDF Military Veterans Affairs Act (2005) offers a voluntary exit retirement package for all ex-combatants members who are 55 years or older and have completed at least 10 years' service. With this package they may opt for pension a benefit, which was detailed on paragraph

2.4 in the literature review. According to Lekota (2006), the “Human Resource” 2010 strategy is an initiative targeted towards sustaining the state of combat readiness in the context of a people-centred transformation in the Department of Defence (DOD). The strategy aims to ensure the availability of the right number and the right quality of human resources in the right place at the right time, in such a way that they are managed and administered effectively, efficiently and economically.

Lekota (2006) further elaborated that in 2003 South Africa successfully launched the ‘South Africa Military Veterans Association’ (SAMVA). Preliminary research revealed that the Namibian Defence Force notice of retirement and termination of service has been received with mixed feelings. From private soldiers up to the rank of general, almost no one is ready to exit the force. They all cited a low accumulation of pension funds, which would compel members to apply for an extension of service. Thus, there is an urgent need to come up with a tool to facilitate the exit mechanism for a “voluntary severance package” for uniformed members of the Namibian Defence Force. It would accelerate the implementation of the right-sizing strategy of the NDF’s human resource composition. This process would be a realistic succession planning that would guard against an exodus of scarce skills and specialist knowledge. This would contribute to the combat capability and readiness of the defence force and enable it to fulfil its primary task.

According to Mama (2008) as cited (SANDF Military Veterans Affairs Act, 2005) there are advantages and disadvantages in the rejuvenation of the force to meet a high level of combat readiness. He emphasised that in the old days young men and women used to undergo military

conscription for a limited period. Those who were interested continued in military service, and subsequently they specialised in various fields where they became professional soldiers with a well-designed career progression path. In the case of post-colonial countries, such as Namibia, Zimbabwe, the Republic of South Africa and other Sub-Saharan African countries, the military hierarchy is made up of former combatants, and just a few years after independence, they were required to retire to give space for the young generation to take over.

Mama & Mudzijena (2008) believe the spate of exit retirement mechanisms for ex-combatants has never been an easy task due to the large number of soldiers ranging from a private soldier to the rank of general. Their concerns were based on the uncertainty of survival after retirement and that the accrued pension fund is not enough to sustain soldiers and their dependents due to a short period of service. Another contributing factor is that no proper re-skilling civilian programme is in place to build capacity for the soldiers after military service. Mama & Mudzijena (2008) further emphasised that there are situations in some stages which some military think-tankers view as “Last in–first out.” This concept translates to a situation in which senior ranking officers stay in military service for a longer period than the younger soldiers. The younger generation is looking for lucrative salary packages outside the defence force. This research provides solutions to influence the decision making body to implement an attractive competitive salary incentive rate for the retention and attraction of specialised personnel, such as qualified post graduates from tertiary institutions and trained qualified pilots. The Ministry of Defence awarded a study bursary worth a substantial amount of Namibian dollars and by the end of their post graduate degree, the student goes to work for the private sector. The new employer may agree to pay back the amount spent on the member’s academic

bursary, but the time spent can never be replaced. This adversely affects combat readiness in many ways.

According to the Defence Portfolio Committee (2007) the effect of combat readiness per age differential in combat units needs to be revised. The exit pay rate packages and retention incentives for qualified staff need to encourage the old guard to vacate posts for rejuvenation purposes and the boosting of combat capabilities and readiness. The NDF Strategic Workshop (2008) viewed this subject matter as a useful tool to influence the law makers of the public service commission to improve the conditions of service within the armed force. Specifically, they wanted to address the Defence Force's strategic objectives that emanated from the strategic workshop held at Waterberg on 17–22 February 2008.

According to Monareng (2007), the integration process was an offer by the South African Government to maintain the integrity of the military and to guarantee job security for members of the armed forces. These seemingly good intentions unfortunately created structural problems within the defence force and eventually culminated in the restructuring of the SANDF. The introduction and implementation of the Mobility Exit Mechanism was one of the strategies by which the SANDF wishes to achieve this goal. Monareng further argues the Mobility Exit Mechanism was a separation package operating on a voluntary basis which was open only to uniformed members of the Defence Force. It is not applicable to non-uniformed employees. Its premise is based on the willingness of members to accept it or to reject it.

The MEM Process and Administration addressed the following steps for implementation:

- Budget planners to plan and present figures and expenditures to the Director Personnel and Budget Expenditure Control;
- Career managers to consult and compile the list to be offered the MEM;
- Compile a list of candidates and obtain financial benefits from Director Personnel Maintenance;
- Issue letters of acceptance to the individual;
- Individuals who are 55 years and older have the choice between gratuity or gratuity and annuity;
- Individuals who are younger than 55 years have no choice but to accept only gratuity;
- Members may accept or reject the offer;
- Members may indicate the need for re-skilling and if accepted he/she may be rescheduled to the Director Personnel Separation via the Service Chiefs;
- Commence with referral of members' particulars to service corps and South African Military Health Services (SAMHS);
- Compile a submission for approval by the Minister of Defence;
- Once approved, the Directorate Personnel Separation grants administrative authority on the termination programme;
- Issues a hard copy promulgation;
- Career manager informs the individual;
- Proceed with the completion of booklet, re-skilling, phase 1-3, clearing out procedure, etc.;

5.4.1 **Re-skilling**

For the benefit of the research study, the concept of re-skilling will be discussed briefly. Re-skilling is part and parcel of the SANDF MEM package and is intended mainly to assist those candidates who wish to learn certain skills that they could use after the termination of their service. According to De Wit (2007), the SANDF is very cautious on the issue of re-skilling. It fears that if members are allowed to choose any trade they want, some of them may not benefit fully from the course. A mechanism was put in place where members are counselled on their trade options and referred to the Health Services for psychological evaluation and testing before

they are allowed to go for re-skilling. The intention is to see whether members are suited for the skills they want to learn.

5.4.2 Employee Initiated Severance Package (EISP)

Mgwebi (2007) enlightened on the issue of the Mobility Exit Mechanism (MEM) package stating that it was specifically tailored to benefit uniformed members of the South African National Defence Force. However, since the restructuring process also affected non-uniformed employees, a scheme known as the Employee Initiated Severance Package (EISP) was introduced to allow employees to exit Public Service. Employees who are affected by the transformation and restructuring may apply to voluntarily resign from the public service on the basis of the EISP. The Employee Initiated Severance Package is in many respects similar to the Mobility Exit Mechanism in terms of its administration.

5.4.3 New Service System

According to De Wit & Mgwebi (2007) the strategic end-state of the SANDF's current transformation and restructuring process is to introduce what is called the New Service System. This system is based on the concept and understanding that the military career is not a whole life career option. De Wit & Mgwebi further enlighten that the SANDF has introduced a service model known as the Generic Military Career Model. The model is based on the concept of temporary employment contracts of members of the SANDF. For instance, if a young soldier joins the SANDF at the age of 20 years, he/she may serve in the defence force on a contract of

between 2 and 8 years after which he/she may exit the force if there is no career progression path for such individual. The Generic Military Career Model allows for the constant rejuvenation of the SANDF. It must be mentioned here that, to be able to fulfil and implement all the packages and concepts discussed above, an enabling instrument in the form of an act of parliament would be required.

According to the SANDF Mobility Exit Mechanism (2005), it was concluded that for the exit retirement of ex-combatants, the years the members of Umkonto We Sizwe (MK) and other ex-combatants served in exile during the war of liberation were formally recognized by the Government of South Africa by means of an Act of Parliament. The legal stamp placed on this recognition made it possible for ex-combatants to claim pension for those years they served in the liberation struggle.

5.5 Conclusion

This chapter covers important components of theories interpreting combat readiness and retirement issues in the NDF's context. The study construed motivation theory factors that are relevant to combat-ready forces. It will be an important guide in solving motivation problems within an organization. The NDF should consider an employee's motivation at induction and at exit retirement. These theories will also help the defence force to better recognise a performance appraisal that shall result into realization of personal goals. Even though the NDF personnel policy addresses some motivation factors; there is a need to focus on the retention factor. The retention factor recognises an individual's achievements, be they tertiary

qualifications or work related technical improvement motivation efforts and performance relationships.

Although, the SANDF and ZNA comparative studies on retirement packages for ex-combatants may appear like an extreme financial burden on the economy there are significant advantages such as improving the benefits of former combatants and improving military combat readiness. Exit mechanisms and retention policies, if adopted, will improve the Namibia Defence Force's aging force structure and help retain highly specialised personnel. The nation needs to understand the importance of having a combat ready defence force, despite the costs.

The study focused on the combat capabilities and readiness in the force per age differential and alignment to compare the standard of other defence forces in the region and beyond which matches well with an investigation study on the NDF combat readiness scenario. In the end, there are needs to ensure that military readiness goals are realistic to meet the requisite skill based human resources.

CHAPTER 6

CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter presents a summary of the study. It includes policy recommendations that would help future researchers interested in military combat readiness. All the implications and pertinent theories and concepts have been covered in the literature review, and Chapter 2, 3, 4 and 5 have featured variable perceptions and opinions of the respondents. The researcher further attempted to portray the objectives and concept of combat readiness in the context of the Namibia Defence Force. The purpose of the study was to investigate implementation issues of the NDF Personnel Policy in value to recruitment, retention and termination of services with regard to combat readiness, while assessing the institutional strategies geared towards retaining required personnel in NDF.

6.1.1 Conclusions

The results of this study concluded that comparative studies on retirement and retention schemes of expertise in the military services in different defence forces vary and are vitally important. In the 21st century, the military may find it more challenging to be combat ready with a Defence Force which is deployable in all phases of war and in all weather conditions. Combat readiness plays pivotal roles in global peace organisations and these bodies are in dire need of international

multi-dimensional forces which are obliged to meet rules, regulations and procedures. The study has intended to bring out the issues pertaining to combat readiness and the results of this study can be seen as an academic discourse that seeks to offset the impact of resignation, exit retirement and retention of expertise within the context of operational preparedness within the Namibia Defence Force.

6.2 **Recommendations**

The researcher stated in the beginning that the purpose of this study was to provide an academic concept and the theories of combat readiness. The executives need to review and improve conditions of military service so the force can be competitive enough within the job market. It is hoped that executive managers of the defence force who read this text will analyse opinions and perceptions of the respondents who partake in this research study.

To end with, the study suggests the following recommendations:

- In conformity with integrated former fighters into the socio-economic livelihood of society, the NDF executive managers have to study the comparative retirement schemes from the Zimbabwean National Defence and South Africa National Defence. They need to pay particular attention to an Act of parliament to provide legislative law on the retirement of members of the NDF before the age of 60 years.

- The NDF needs to develop policies and retain strategic skills, expertise and facilities that ensure and support a fully mobile, professional, well equipped and motivated force with necessary controls on expenditures and logistics while ensuring ethical, fiscal and statutory compliance.
- It must be recognised also that the NDF is not the first choice employer for most young people. There are recruitment challenges compounding the fact that the general average workforce is over 50 years old. This challenge negatively impacts force mobility and combat readiness.
- All employees in NDF signed a contract with the Namibia government based on the Public Service Act to retire after a given number of years. This brings the problem of legal justification of early retirement for both ex-combatants and new recruits. Moreover its consequences undermine the force to keep old soldiers until the age of 60 years because there is no legal ground to support the NDF personnel policy.
- MOD/NDF applies the institutional strategies geared to address the issue of an aging force, which is impacting the quality of combat readiness and mobility of the force.
- Investigates the aging equipment and facilities of the defence force vis-a'- vis effect performance and staff morale.

- Design institutional exit and retention strategies to address brain drain in the Defence force.
- Response to the level of staff performance and adjust remuneration in order to retain a skilled workforce.
- Need to thoroughly analyse and study the policy of retirement for ex-combatants and Zimbabwean National Army founder members in paragraph 5.3 pages 66–68.
- The SANDF comparative study on retirement packages of ex-combatants in paragraph 5.4 pages 69-77, may seem like an extreme financial burden on the economy, but it offers significant advantages like improving the benefits of the former combatants as well as improving military combat readiness. This program, if adopted gives the Namibia Defence Force an equal chance in improving the picture of an aging force structure and attracting and retaining highly specialised personnel.
- Finally, the researcher suggests that to be able to fulfil and implement all the packages and concepts discussed in this study, an enabling instrument in the form of an Act of parliament would be required.

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draft memo admi- 200913
26/05/08
23/05/08

UNIVERSITY OF NAMIBIA
Private Bag 13302, Windhoek

REPUBLIC OF NAMIBIA
MINISTRY OF DEFENCE

TO: THE PERMANENT SECRETARY
Ministry of Defence
Sam Nujoma Ave. P/Bag 13302
Windhoek

CC: Dr. B. Mutumba – Dean
Faculty of Economics and Management Science

FROM: Dr. Tapera O. Chirawu – HOD
Political and Administrative Studies

DATE: 21/05/2008
2008 -05- 23

DEAR SIR

SUBJECT: NDF's Facilitation of Field Research by the MA – SSS Degree Candidates


Done response drafted 26/05/08
800 - PP see ps for draft response
801 AS&C
23/05/08

This memorandum serves to inform you that the students listed below are candidates for a Master of Arts degree in security and strategic studies [MA – SSS degree]. To that end, they have to undertake field research during which they collect information needed for writing their theses as a partial fulfillment of the requirement for the degree. Hence, the Department of Political and Administrative Studies wishes to ask for your indulgence in facilitating that very important part of their studies.

1. V. Simunja	11. F.M. Maiba
2. T. Uukunde	12. K.N. Shikufa
3. K.C. Ndjoba	13. D. Amutenya
4. T. Tjikua	14. A.T. Amupala
5. R.K. Namene	15. T.J. Lambert
6. H. Mootseng	16. J.I. Robinson
7. J.N. Mwandangi	17. J. Amakutuwa
8. M. Alueendo	18. G.N. Shipena
9. S.S. Hangula	19. A.N. Haimbala
10. T. Simon	20. A. Angula

Your expected cooperation in releasing them so that they can undertake the task would be greatly appreciated.

Thanks



REPUBLIC OF NAMIBIA

MINISTRY OF DEFENCE

Tel: (+ 264 61) 2049111
 Fax: (+ 264 61) 232518 / 220523

Private Bag 13307
WINDHOEK

Enquiries:.....
 Our Ref:..... Your Ref:.....

03 July 2008

TO WHOM IT MAY CONCERN

Dear Sir/Madam

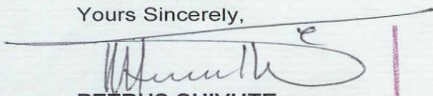
The bearer of this letter, Maj A.N Haimbala is an employee of the Ministry of Defence. He is currently enrolled in a government sponsored Masters programme in security and strategic studies at the University of Namibia (UNAM).

In partial fulfillment of the University's requirements for the award of the degree, the student has been assigned to conduct a preliminary investigation to determine the topic he would like to research on. He has decided to study on the Namibia Defence Force Combat, readiness, focusing on alternative policy of Termination and retention of experts in the Military services. The research, will cover Windhoek, Okahandja, Otjiwarongo, Grootfontein, Ondangwa/Oshakati and Walvisbay.


The findings of the study will not only benefit the researcher, but will also benefit the Defence Force, and the nation at large in terms of contribution to the body of knowledge. Against this background, it is kindly requested that the officer be allowed access to your premises for purposes of collecting the data he might require.

Your co-operation in this regard will be highly appreciated.

Yours Sincerely,



PETRUS SHIVUTE
PERMANENT SECRETARY



Republic of Namibia
MINISTRY OF DEFENCE
03 JUL 2008
OFFICE OF THE PERMANENT
SECRETARY OF DEFENCE
Private Bag 13307 WINDHOEK

All official correspondence must be addressed to the Permanent Secretary

APPENDIX C: STRUCTURED QUESTIONNAIRE: JUNIOR OFFICERS AND

OTHER RANKS

<p>Please Note: The information provided is for research purposes only, and it will be treated as confidential. Please do not put your name on this form. Try to answers all the questions by writing or ticking where appropriate box with an (x).</p>
--

Topic: An investigative study on the Namibian Defence Force's policy of termination and retention of personnel in military services

Date: _____

Please note that the following contact information for the respondent is optional.

Name of respondent: _____

Contact information: _____

Objective: Implementation of the NDF Personnel Policy in respect of recruitment, retention and termination of services

SECTION A: DEMOGRAPHIC INFORMATION

1. Sex

A.	Male	
b.	Female	

2. How old are you?

a.	20-35	
b.	36-49	
c.	50+	

3. What level of formal education have you reached?

a.	None	
b.	Primary	
c.	Secondary (matric or A-levels)	
d.	Tertiary (higher than secondary)	
e.	Other	

4. Military rank

a.	Captain	
b.	Warrant Officer	
c.	Staff Sergeant	
d.	Sergeant	
e.	Corporal and Lance Corporal	
f.	Private	
g.	Recruit	

5. Arm of service

a.	Army	
b.	Air Force	
c.	Navy	

SECTION B: RECRUITMENT

6. On what basis have you been recruited?

a.	Ex-combatant	
b.	Normal recruitment	
c.	Converted from civilian to military rank	
d.	Technical expertise	

7. How long have you been in the force?

a.	6 Moths	
b.	1-5 years	
c.	6-10 years	
d.	11-15 years	
e.	15+	

8. How long have you been in your current rank?

a.	6 Moths	
b.	1-5 years	
c.	6-10 years	
d.	11-15 years	
e.	15+	

SECTION C: RETENTION

9. Do you suggest that older soldiers should be retained after retirement

a.	Yes	
b.	No	

10. Explain why yes or no

.....

.....

.....

.....

.....

11. Are you still interested in serving the Namibian Defence Force?

a.	Yes	
b.	No	

12. Explain why yes or no

.....

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.....

.....

.....

SECTION C: TERMINATION OF SERVICE

13. Which conditions of termination of service in NDF would you suggest?

a.		
b.		
c.		
d.		
e.		
f.		

14. Which age of retirement in NDF would you suggest?

a.	60 years across the board	
b.	60 years (junior officers and other ranks)	
c.	45-55 year(junior officers and other ranks)	
d.	60+ (Senior officers)	
e.	Other (specify)	

15. Do you believe most soldiers have fear of retirement?

a.	Yes	
b.	No	

16. Explain why yes or no

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17. Are you aware of procedures of termination service in NDF?

a.	Yes	
b.	No	

18. Explain why yes or no

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.....

19. Do the Ministry of Defence's incentives for retirement and retention package encourage members to retire or to reenlist?

a.	Yes	
b.	No	

20. Explain why yes or no

.....
.....
.....
.....
.....

APPENDIX D: STRUCTURED QUESTIONNAIRE: GENERAL OFFICERS AND SENIOR OFFICERS RANKS

Please Note: The information provided is for research purposes only, and it will be treated as confidential. Please do not put your name on this form. Try to answer all the questions by writing or ticking where appropriate box with an (x).

Topic: An investigative study on the Namibian Defence Force's combat readiness focussing on alternative policy of termination and retention of personnel in military services

Date: _____

Please note that the following contact information for the respondent is optional.

Name of respondent: _____

Contact information: _____

Objective: Assess the institutional strategies policy geared towards termination and retaining required personnel in NDF

SECTION A: DEMOGRAPHIC INFORMATION

21. Sex

A.	Male	
b.	Female	

22. How old are you?

a.	30-49	
b.	50-55	
c.	56+	

23. What level of formal education have you reached?

a.	None	
b.	Primary	
c.	Secondary (matric or A-levels)	
d.	Tertiary (higher than secondary)	
e.	Other	

24. Military rank

a.	Major/ Lieutenant Commander	
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b.	Lieutenant Colonel/ Commander	
c.	Colonel/ Captain(N)	
d.	Brigadier General/ Admiral JG	
e.	Major General/ Rear-Admiral	
f.	Lieutenant General/ Vice-Admiral	
g.	General/ Admiral	

25. Arm of service

a.	Army	
b.	Air Force	
c.	Navy	

SECTION B: RECRUITMENT

26. On what basis is the NDF conducting recruitments?

a.	Ex-combatant	
b.	Normal recruitment	
c.	Converted from civilian to military rank	
d.	Technical expertise	

27. How long have you been in the force?

a.	1-5 years	
b.	6-10 years	
c.	11-15 years	
d.	15-20 years	

28. How long have you been in your current rank?

a.	6 Moths	
b.	1-5 years	
c.	6-10 years	
d.	11-15 years	
e.	15+	

SECTION C: RETENTION

29. Do you suggest that older soldiers should be retained after retirement

a.	Yes	
b.	No	

30. Explain why yes or no

.....

.....

.....

.....

 31. Are you still interested in serving the Namibian Defence Force?

a.	Yes	
b.	No	

32. Explain why yes or no

.....

SECTION C: TERMINATION OF SERVICE

33. Which conditions of termination of service in NDF would you suggest?

a.		
b.		
c.		
d.		
e.		
f.		

34. Which age of retirement in NDF would you suggest?

a.	60 years across the board	
b.	60 years (junior officers and other ranks)	
c.	45-55 year(junior officers and other ranks)	
d.	60+ (Senior officers)	
e.	Other (specify)	

35. Battle Fitness Test and Combat Fit Test age group requirements for junior officers are 19-35. How do you rate the current NDF junior officer' age group?

a.	20 years lieutenant and captain	
b.	25 years lieutenant and captain	
c.	35 year lieutenant and captain	
d.	40 years lieutenant and captain	
e.	45+ years lieutenant and captain	

36. Do you believe most soldiers have fear of retirement?

a.	Yes	
b.	No	

37. Explain why yes or no

.....
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.....
.....

38. Do the Ministry of Defence's policy incentives for retirement and retention package encourage members to retire or to reenlist?

a.	Yes	
b.	No	

39. Explain why yes or no

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.....
.....
.....

40. Are the resignation and the retirement for 2007/8 affect the Defence force combat readiness?

a.	Yes	
b.	No	

41. Explain why yes or no

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.....

APPENDIX E: STRUCTURED QUESTIONNAIRE: LEGAL**PERSONNEL/OFFICERS AND PUBLIC SERVICE COMMISSION**

<p>Please Note: The information provided is for research purposes only, and it will be treated as confidential. Please do not put your name on this form. Try to answers all the questions by writing or ticking where appropriate box with an (x).</p>
--

Topic: An investigative study on the Namibian Defence Force's combat readiness focussing on alternative policy of termination and retention of personnel in military services

Date: _____

Please note that the following contact information for the respondent is optional.

Name of respondent: _____

Contact information: _____

Objective: Links between the NDF Personnel Policy and Public Service Act 13 of 1995 in terms of Retention and Termination of Services

SECTION A: DEMOGRAPHIC INFORMATION

42. Sex

A.	Male	
b.	Female	

43. How old are you?

a.	20-35	
b.	36-49	
c.	50+	

44. What level of formal education have you reached?

a.	None	
b.	Primary	
c.	Secondary (matric or A-levels)	
d.	Tertiary (higher than secondary)	
e.	Other	

45. Military rank

a.	Brigadier General	
b.	Colonel	
c.	Lieutenant Colonel	
d.	Major	
e.	Captain	
f.	Warrant Officer	
g.	Staff Sergeant	
h.	Sergeant	
i.	Corporal and Lance Corporal	
j.	Private	
k.	Recruit	

46. Arm of service

a.	Army	
b.	Air Force	
c.	Navy	

SECTION B: RECRUITMENT

47. On what basis have you been recruited?

a.	Ex-combatant	
b.	Normal recruitment	
c.	Converted from civilian to military rank	
d.	Technical expertise	

48. How long have you been in the force?

a.	6 Moths	
b.	1-5 years	
c.	6-10 years	
d.	11-15 years	
e.	15+	

49. How long have you been in your current rank?

a.	6 Moths	
b.	1-5 years	
c.	6-10 years	
d.	11-15 years	
e.	15+	

SECTION C: RETENTION

50. Do you suggest that older soldiers should be retained after retirement

a.	Yes	
b.	No	

51. Explain why yes or no

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52. Are you still interested in serving the Namibian Defence Force?

a.	Yes	
b.	No	

53. Explain why yes or no

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SECTION C: TERMINATION OF SERVICE

54. Which conditions of termination of service in NDF would you suggest?

a.		
b.		
c.		
d.		
e.		
f.		

55. Which age of retirement in NDF would you suggest?

a.	60 years across the board	
b.	60 years (junior officers and other ranks)	
c.	45-55 year(junior officers and other ranks)	
d.	60+ (Senior officers)	
e.	Other (specify)	

56. Do you believe most soldiers have fear of retirement?

a.	Yes	
b.	No	

57. Explain why yes or no

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58. Are you aware of procedures of termination service in NDF?

a.	Yes	
b.	No	

59. Explain why yes or no

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60. Public Service Commission and Civil Legal Practitioners

a.	Legal Practitioners	
b.	Administrators Official	
c.	Others	

61. Are you aware of procedures of termination service in NDF?

a.	Yes	
b.	No	

62. Explain why yes or no

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63. Do you suggest any links between the NDF Personnel Policy vis-viz the Public Service Commission Act 13 of 1995 with reference to termination and retaining military serviceman.

a.	Yes	
b.	No	

64. Explain why yes or no

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