

## NOTES

---

1. D H Bayley and C D Shearing, *The New Structure of Policing: Description, Conceptualization, and Research Agenda*, National Institute of Justice, Washington DC, 2001, p 1.
2. T M Becker, The place of private police in society: an area of research for the social sciences, *Social Problems* 21, 1974, p 444.
3. T Carlson, Safety Inc. Private cops are there when you need them, *Policy Review* 73, Summer 1995, p 2.
4. M O Reynolds, Private sector law enforcement in: *Using the Private Sector to Deter Crime*, National Center for Policy Analysis, Policy Report 181, March 1994, <<http://www.ncpa.org/studies/s181/s181e.html>>.
5. *Origins of policing*, <<http://snipe.ukc.ac.uk/law/spu/polhist.htm>> (12 February 2003).
6. M Schönteich, Justice the winner: The 2001/2002 criminal justice budget, *Nedbank ISS Crime Index* 5(1), 2001, pp 25–28.
7. *Attitudes to National Issues in South Africa*, Human Sciences Research Council, Pretoria, 1994 and 2000.
8. T Leggett, A Louw, M Schönteich and M Sekhonyane, *Criminal Justice in Review: 2001/2002*, ISS Monograph Series, 2003.
9. It could be argued that the state has failed to adequately protect citizens' constitutional right to "freedom and security of the person". In terms of section 12 of the South African Constitution (Act 108 of 1996), "everyone has the right... not to be deprived of freedom arbitrarily or without just cause", and, "to be free from all forms of violence".
10. R Kinsey, J Lea and J Young, *Losing the fight against crime*, Basil Blackwell, New York, 1986, p 14.
11. See A Altbeker, Costly cops? Effective policing and the SAPS budget, *ISS Nedbank Crime Index* 6(6), 2001, pp 11–14.
12. T Leggett, What do the police do? Performance measurement and the SAPS, *ISS Paper* 66, February 2003, pp 9–10.

13. Ibid, p 10.
14. Leggett, Louw, Schönteich and Sekhonyane, op cit.
15. K R Nossal, Bulls to Bears: The Privatization of war in the 1990s', <<http://www.onwar.org/warandmoney/pdfs/nossal.pdf>>, cited in: R Mandel, *Armies without States. The privatization of security*, Lynne Rienner Publishers, Boulder, 2002, p 36.
16. R J Carrier, *The dissolving boundaries between private and public: Private security and policing in South Africa*, Community Peace Programme, Cape Town, May 1999, p 14.
17. Bayley and Shearing, op cit, p 10.
18. N Kroll, Prisons for Profit, *The Progressive*, September 1984, as cited in: R Matthews, Privatization in perspective, in: R Matthews (ed.), *Privatizing Criminal Justice*, Sage Publications, London, 1989, p 1.
19. No author, *Privatising Justice. The impact of the Private Finance Initiative in the Criminal Justice System*, Justice Forum, London, March 2002, p 5.
20. Ibid, p 11.
21. Ibid, p 16.
22. Ibid, p 17.
23. Ibid, p 7.
24. Ibid, p 9.
25. R Matthews, Privatization in perspective, in: R Matthews (ed.), *Privatizing Criminal Justice*, Sage Publications, London, 1989, p 9.
26. See M Schönteich, *Unshackling the crime fighters. Increasing private sector involvement in South Africa's criminal justice system*, South African Institute of Race Relations, Johannesburg, 1999.
27. See, for example: No author, *Privatising Justice. The impact of the Private Finance Initiative in the Criminal Justice System*, Justice Forum, London, March 2002.
28. P E Fixler and R W Poole, Can police services be privatized?, in: G W Bowman et al, *Privatizing the United States Justice System. Police, Adjudication, and Corrections Services from the Private Sector*, McFarland & Company, Jefferson, 1992, p 27.
29. Ibid, p 29. For definitions of various forms of privatisation and the private provision of public services, see *Types and Techniques of Privatization*, <<http://www.privatization.org>> (9 July 2003).
30. Matthews, op cit, p 2.

31. Ibid.
32. *2003 Budget Review*, National Treasury, Pretoria, 2003, p 168.
33. Ibid, p 130.
34. Ibid.
35. C H Logan, Prison privatization: objections and refutations, undated, p 2, <<http://www.ucc.uconn.edu/~wwwsoci/fraser.html>>
36. B L Benson, *The Enterprise of Law: Justice Without the State*, Pacific Research Institute for Public Policy, San Francisco, 1990, p 245.
37. Matthews, op cit, p 5.
38. Outsourcing may cause loss of jobs, *Sowetan*, 2 October 1998.
39. B L Benson, *To Serve and Protect. Privatization and Community in Criminal Justice*, New York University Press, New York, 1998, p 145.
40. Ibid.
41. Logan, op cit, p 4.
42. J Mullen, Corrections and the Private Sector, *Prison Journal* 62(2), 1985, as cited in: R Matthews, Privatization in perspective, in: R Matthews (ed.), *Privatizing Criminal Justice*, Sage Publications, London, 1989, p 15.
43. Logan, op cit, p 4.
44. *Hansard* (Q:NCOP) 4, cols. 563–564, 18 September 1997.
45. *Hansard* (Q:NA) 11, col. 2426, 8 September 1997.
46. *Hansard* (Q:NCOP) 3, cols. 364–365, 19 August 1997.
47. R Mandel, *Armies without states. The privatization of security*, Lynne Rienner Publishers, Boulder, 2002, p 146.
48. Logan, op cit, p 5.
49. Matthews, op cit, p 12.
50. A Johnson, *Outsourcing your security*, Paper delivered at a ‘Security Today’ conference, 24 March 2003, Somerset West.
51. B L Benson, Crime control through private enterprise, *The Independent Review* II(3), Winter 1998, pp 341–371.
52. 7 000 protest privatisation of services, *Sowetan*, 6 October 1998; Moosa rebukes unions for opposing outsourcing, *Business Day*, 11 September 1998.
53. Telephonic interview with Mr Meyer Kahn, Chief Executive of the SAPS, 30 March 1998.

54. Telephonic interviews with Mr Abbey Witbooi, General Secretary of Popcru; Ms Celeste van Niekerk, General Secretary of SAPU; and Senior Superintendent Thabu Matshabe, component labour relations, SAPS, 2 October 1998.
55. Mandel, op cit, p 78.
56. A Louw and M Shaw, *Stolen opportunities: The impact of crime on South Africa's poor*, ISS Monograph Series 14, July 1997, Halfway House.
57. E Sidiropoulos, et al, *South Africa Survey 1997/97*, South African Institute of Race Relations, Johannesburg, 1997, p 289.
58. H Forgey, et al, *South Africa Survey 1999/2000*, South African Institute of Race Relations, Johannesburg, pp 482–483.
59. *Public-Private Partnerships. A manual for South Africa's national and provincial government departments and Schedule 3 public entities*, National Treasury, Pretoria, October 2002, Section B, p 7, <<http://www.treasury.gov.za/organisation/ppp/manual/default.htm>> (14 September 2003).
60. Ibid, Section B, p 5.
61. L Holtzhausen, *SA's PPPs ready for rollout*, Engineering News, 1 January 2002, <<http://www.nbi.org.za/events/mediaDetail.asp?A=9>> (7 October 2003).
62. *Public-Private Partnerships*, op cit. The manual has subsequently been revised. At the time of writing the third version of the manual had been published in October 2002. The manual provides a parallel framework to that of the *Municipal Service Partnership Policy*, which supports public-private service partnerships in the local government sphere.
63. Section 16(1), Treasury Regulations dealing with Public Private Partnerships, Government Gazette no. 23463, 25 May 2002 (issued in terms of the Public Finance Management Act of 1999), <<http://www.treasury.gov.za/organisation/ppp/manual/default.htm>> (14 September 2003).
64. *Public-Private Partnerships*, op cit, Section B, p 5.
65. No author, Unpacking Standardised PPP Provisions, *PPP Quarterly* 10, March 2003, p 1.
66. *Public-Private Partnerships*, op cit.
67. Ibid, Section B, p 10.
68. Ibid, Section B, p 6.
69. Ibid.
70. *A strategic framework for delivering public services through Public-Private Partnerships*, Version 1, National Treasury, Pretoria, January 2001, p 11. <<http://www.treasury.gov.za/organisation/ppp/manual/default.htm>>, (14 September 2003).

71. Ibid.
72. *Treasury Regulations dealing with Public Private Partnerships for national and provincial departments and Schedule 3 public entities*, Government Gazette no. 23463, 25 May 2002 (issued in terms of the Public Finance Management Act of 1999), <<http://www.treasury.gov.za/organisation/ppp/manual/default.htm>> (14 September 2003).
73. Ibid, Section 16(11).
74. Ibid, Section 16(3)(1).
75. Ibid, Section 16(3)(2).
76. Ibid, Section 16(4)(1).
77. *Public-Private Partnerships*, op cit, p 8.
78. T Manuel, *Keynote address to the private sector launch of the Standardised PPP Provisions*, Pretoria, 6 May 2003.
79. *Treasury Regulations dealing with Public Private Partnerships for national and provincial departments and Schedule 3 public entities*, op cit, Section 16(6)(1).
80. Ibid, Section 16(6)(4).
81. Ibid, Section 16(6)(5).
82. Ibid, Section 16(6)(7)(a).
83. Ibid, Section 16(7)(1).
84. Ibid, Section 16(8)(2).
85. Ibid, Section 16(8)(1).
86. *Standardised PPP Provisions – Private Sector Draft*, National Treasury PPP Unit, May 2003, Pretoria, p 1, <<http://www.treasury.gov.za/organisation/ppp/>> (15 September 2003).
87. No author, Finance Minister serious about making PPPs work, *PPP Quarterly* 11, June 2003, p 2.
88. *Public-Private Partnerships*, op cit, p 13.
89. See, <<http://www.miiu.org.za>> (7 October 2003).
90. *Public-Private Partnerships*, op cit, p 9.
91. Manuel, op cit.
92. In mid-1994, an estimated 80% of the SAPS' resources were concentrated in the formerly white suburbs and the country's central business districts. See M Shaw, *Privatising crime control? South Africa's private security industry*, Institute for Defence Policy, Midrand, (unpublished research paper), 1995, p 7.

93. In April 2001, the South African private security industry employed 190,000 active security officers registered with the Security Officers' Regulatory Authority, working for approximately 5,400 security companies. It is estimated that there are an additional unregistered 50,000 in-house security officers. These are security personnel who exclusively guard the premises or property of their employer. In contrast to the private security industry, the SAPS employed slightly over 120,000 people at the end of 2002. Of these some 20,000 were detectives and 80,000 uniformed personnel.
94. J Irish, *Policing for Profit: The future of South Africa's private security industry*, ISS Monograph Series 39, Institute for Security Studies, August 1999, Pretoria, p 1.
95. Outsourcing is the contracting out of certain services to an external company or individual contractor. Such a contracting company or person is not part of the contracting organisation i.e. not on their payroll.
96. M Schönsteich, *Unshackling the crime fighters: Increasing private sector involvement in South Africa's criminal justice system*, South African Institute of Race Relations, Johannesburg, 1999, p 1.
97. Ibid.
98. Ibid.
99. Ibid.
100. Strong support for this view was given by a number of private security company representatives at an Institute for Strategic Studies Panel Discussion Workshop entitled, *Improving Co-operation: SAPS, Metro Police and Private Security*, held at the University of Pretoria, 20 November 2002.
101. Information supplied by Director K P Ngoveni, SAPS Operational Research Development and Support Service, Strategic Management, Pretoria, 24 October 2002.
102. Schönsteich, op cit, p 27.
103. Ibid.
104. Ibid.
105. A Minnaar, *Partnership policing between the South African Police Service and the South African private security industry*, SAPS Research Centre: National Management Services, Pretoria, June 1997, (unpublished discussion document), p 22.
106. D Mistry and A Minnaar, *Literature Review on the Private Security Industry*, IHRCJS Research Report for the National Secretariat for Safety and Security, (unpublished), November 1999, pp 37–38.
107. Much of the material in this section is based on information provided by the following SAPS employees in interviews conducted by the authors at the end of

- 2002: Mr J Schnetler, Head: Strategic Research, Strategic Management; Director H van Zyl, Evaluation Services; Senior Superintendent M C Mogosetjje, Logistics.
108. See A Minnaar, *The South African private security industry and the police*, SAPS Research Centre: National Management Services, Pretoria, August 1996, (unpublished information document prepared for SAPS National Policy and Strategy). A Minnaar, *Partnership policing between the South African Police Service and the South African private security industry*, op cit.
109. Section 205 (3), *Constitution of South Africa Act no. 108 of 1996*.
110. The Firearms Control Act No. 60 of 2000 was passed by parliament in October 2000, and assented to by the State President in April 2001. The Regulations to the Act had not been published at the time of writing.
111. Analyses of time spent by SAPS reaction units attending to false alarms revealed that the police was wasting its resources doing so. In certain areas, a large proportion (as high as 90%) of alarms proved to be false. See A Minnaar, *Partnership policing between the South African Police Service and the South African private security industry*, op cit.
112. In some cities a SAPS officer is deployed in the local CCTV control room to assist with the observation work, and to alert the SAPS of specific crimes observed. In other areas (e.g. Cape Town), CCTV control room operators have a direct phone line to the local police station. CCTV cameras, funded by Business Against Crime (BAC), have been installed in the Central Business Districts of Cape Town, Johannesburg and Pretoria, with plans to extend this service to Port Elizabeth. See J Penberthy, *Surveillance technology: International best practice and securing a standard – a national priority*. Paper presented to the 2<sup>nd</sup> World Conference: Modern Criminal Investigation, Organised Crime and Human Rights, Durban, 3–7 December 2001.
113. The data for these calculations comes from two different sources. The data for the years 1996–1999 is from the police’s Crime Information Analysis Centre, while the 2000–2002 data is from the NPA’s Court Management Unit. The NPA has been collecting court-related performance statistics since mid-1999.
114. The conviction rate being the number of cases convicted as a proportion of the number of cases prosecuted.
115. For a discussion of the various reasons why cases are withdrawn see M Schönteich, *Lawyers for the people. The South African prosecution service*, ISS Monograph Series 53, March 2001, pp 93–94.
116. During 2002 a very small proportion of cases (0.01% or 9,990 cases) dealt with by the NPA were diverted.
117. Section 35(3)(d), *Constitution of the Republic of South Africa Act no. 108 of 1996*.

118. R Pharaoh and M Schönteich, NPA 2001 Survey, *ISS Monograph Series*, 2003 (forthcoming).
119. A 1996 survey of people on the Cape Flats (outside of Cape Town) found that most disapproved of, and were dissatisfied with, the performance of the SAPS and the courts. Overall, perceptions of the police and the courts were worse among those who had been victimised. Moreover, perceptions of the police and the courts were the most negative among those who had laid a charge and had had contact with the police and the courts. See, C Africa et al, Crime and community action: Pagad and the Cape Flats, 1996–1997, *POS Reports* 4, June 1998, Idasa public opinion service, p 11.
120. G Chuenyane, Prosecutors struggle with load, *Sowetan*, 12 October 2000.
121. Unless legislation provides otherwise, a district court may impose a maximum period of imprisonment of 3 years, a regional court up to 15 years. See section 92(1)(a) of the Magistrates' Courts Act no. 32 of 1944 as amended.
122. Operation Crackdown, officially called the National Crime Combating Strategy (NCCS), is a high density, zero tolerance type police and army operations taking place in high crime areas since April 2000. See E Pelser, Operation Crackdown: The new policing strategy, *Nedbank ISS Crime Index* 2(4), March–April 2000.
123. For a radical proposal to outsource *all* prosecutions to private lawyers in England and Wales see C Frazer, *Privatise the Prosecutors. Efficiency and justice in the criminal courts*, Centre for Policy Studies, London, 1993.
124. Section 38(1) of the *National Prosecuting Authority Act* no. 32 of 1998 grants the National Director of Public Prosecutions the authority to engage, on behalf of the state, persons having "suitable qualifications and experience to perform services in specific cases".
125. B L Benson, *To Serve and Protect. Privatization and Community in Criminal Justice*, New York University Press, New York, 1998, p 150.
126. Interview, Tom Bouwer, General Manager: Business Against Crime, Pretoria, 30 October 2002. See also A Hogg, Tom Bouwer: GM, Business Against Crime, *Moneyweb*, 31 March 2003.
127. See A Altbeker, *Justice through specialisation? The case of the Specialised Commercial Crime Court*, *ISS Monograph Series* 76, January 2003.
128. *Commercial Crime News Brief*, Business Against Crime, Pretoria, 25 October 2002, pp 2–5.
129. A similar proposal by the Natal Law Society suggested that attorneys be appointed as acting magistrates in civil cases to help reduce the backlog in magistrates' courts. The justice department welcomed the proposal, but was concerned about its implementation. See: Appeal for attorneys' help on civil cases, *Business Day*, 5 November 1998.

130. Recommendation No. R(85)11 of the Committee of Ministers to Member States of the Council of Europe, on the Position of the Victim in the Framework of Criminal Law and Procedure, <<http://cm.coe.int/ta/rec/1985/85r11.htm>> (28 July 2003). See also Principle 34, Recommendation No. R(2000)19 of the Committee of Ministers to Member States of the Council of Europe, on the role of public prosecution in the criminal justice system, <<http://cm.coe.int/ta/rec/2000/2000r19.htm>> (24 June 2003).
131. J Cardenas, *The Crime Victim in the Prosecutorial Process*, *Harvard Journal of Law and Public Policy* 9, Spring, 1986, pp 357–398. See also *Criminal Courts Review, A Review of the Criminal Courts of England and Wales by the Right Honourable Lord Justice Auld*, September 2001, pp 413–415, <<http://www.criminal-courts-review.org.uk/>> (30 September 2003).
132. M O Reynolds, *Using the Private Sector to Deter Crime*, National Center for Policy Analysis, Dallas, 1994, p 27.
133. D P Kumaraswamy, *Civil and Political Rights, Including Questions of: Independence of the Judiciary, Administration of Justice, Impunity*. Report of the UN Special Rapporteur on the independence of judges and lawyers, Addendum: Report on the mission to Mexico, UN Economic and Social Council, E/CN.4/2002/72/Add.1, 24 January 2002, paragraph 88.
134. *Private Prosecutions*, Working Paper 52, Law Reform Commission of Canada, Ottawa, 1986.
135. *Ibid*, p 3.
136. *Ibid*, p 28.
137. Sections 7–17, *Criminal Procedure Act* no 51 of 1977, as amended.
138. *Ibid*, section 7(1)(a).
139. *Ibid*, section 9(3).
140. *Ibid*, section 12.
141. *Ibid*, section 16(2).
142. *Ibid*, section 16(1).
143. See T Valentine, Private prosecution, in: G W Bowman, et al, *Privatizing the United States Justice System. Police, Adjudication, and Correctional Services from the Private Sector*, McFarland & Company, Jefferson, 1992, pp 226–228.
144. *Ibid*, p 227.
145. B L Benson, Crime control through private enterprise, *The Independent Review* 3, Winter 1998, pp 361–362.

146. S J Schulhofer and D D Friedman, Rethinking indigent defense: Promoting effective representation through consumer sovereignty and freedom of choice for all criminals, *American Criminal Law Review* 31, Fall 1993, pp 73–122.
147. According to the erstwhile Office for Serious Economic Offences (OSEO), firms of accountants are employed on an ad hoc basis by OSEO to conduct forensic investigations on their behalf. In a number of cases, the bill for such services rendered is paid by the firms or companies which have been defrauded. There is no reason why this could not, *mutatis mutandis*, also be the case with private legal counsel. See P Atkinson, The Office for Serious Economic Offences (OSEO) of South Africa, *ISSUP Bulletin* 3, 1997, p 4.
148. See M S Gillie, 'Private dispute resolution', in G W Bowman, et al, *Privatizing the United States Justice System. Police, Adjudication, and Corrections Services from the Private Sector*, McFarland & Company, Jefferson, 1992, p 231.
149. P R Rice, Mediation and arbitration as a civil alternative to the criminal justice system, *American University Law Review* 29, 1979, p 18.
150. D Scott-Macnab, and M S Khan, Mediation and arbitration as forms of dispute settlement in the South African criminal law, *SACC* 9, 1985, p 108.
151. J B Stulberg, Popular shortcut around the court, *American Bar Association Journal* 61, 1975, p 1278.
152. L M Muntingh, *The Development of a Victim-Offender Mediation Programme*, Human Sciences Research Council, Pretoria, 1993, p 23.
153. R Palmer, Justice in whose interest? A proposal for institutionalized mediation in the criminal justice system, *South African Criminal Journal* 10(1), 1997, p 45. See also, T F Marshall, *Alternatives to Criminal Courts. The Potential for Non-Judicial Dispute Settlement*, Gower, Aldershot, 1985, p 27.
154. Muntingh, op cit, p 24.
155. F W Kahn, *1997 Annual Report submitted by the Attorney General of the Cape of Good Hope*, p 19.
156. *An evaluation of the BAC IJS-Project Office (July 2000 – June 2001)*. Unpublished report written by the Institute for Security Studies for the Business Trust, Pretoria, June 2001.
157. No author, Billions at stake in department of justice cash halls, *PPP Quarterly* 10, March 2003, p 4.
158. *World Prison Brief*, International Centre for Prison Studies, Kings College of Law, London, 2002. See also R Walmsley, *World Prison Population List 4<sup>th</sup> edition, Findings* 188, Home Office, London, 2003; No author, Four out of every 1000 in prison – Nicro, *iafrica.com*, 2 October 2003, <<http://www.iafrica.com>> (5 October 2003).

159. Correctional Services Act No. 8 of 1959. See A Dissel, *The Passing Out Parade: Demilitarisation of the Correctional Services*, *Acta Criminologica* 10(1), 1997, <<http://www.csvr.org.za/papers/paparade.htm>> (5 October 2003). See also C Giffard and A Dissel, *Transforming Correctional Services: The need for a new vision*, Centre for the Study of Violence and Reconciliation, Johannesburg, March 1996, <<http://www.wits.ac.za/csvr/artpris.htm>> (5 October 2003).
160. S Oppler, *Correcting Corrections: Prospects for South Africa's prisons*, ISS Monograph 29, October 1998, p 6.
161. Section 2(b), Correctional Services Act No. 111 of 1998. Parts of the Act had not been promulgated at the time of writing leaving sections of the 1959 Correctional Services Act in force.
162. E-mail, Judicial Inspectorate of Prisons, 25 August 2003.
163. J J Fagan, *Annual Report for the period 1 April 2002 to 31 March 2003*, Judicial Inspectorate of Prisons, Cape Town, 2003, p 4, <<http://judicialinsp.pwv.gov.za/Annualreports/annualreport.asp>> (5 October 2003).
164. E-mail, Judicial Inspectorate of Prisons, 25 August 2003. In July 2003, US\$1.00 = R7.50.
165. See T Leggett, A Louw, M Schönteich and M Sekhonyane, *Criminal Justice in Review 2001/2002*, ISS Monograph (forthcoming), 2003.
166. E-mail, Gideon Morris, Judicial Inspectorate of Prisons, 15 October 2002.
167. Fagan, *op cit*, p 13.
168. *Ibid.*
169. J Sloth-Nielsen, *Overview of Policy Developments in South African Correctional Services 1994–2002*, *CSPRI Research Paper Series 1*, July 2003, pp 20–21 <<http://www.nicro.org.za/cspri>> (2 October 2003).
170. Legislation promulgated in 1997 empowered the Minister of Correctional Services to appoint private contractors to design, construct, finance, manage and operate prisons. See Section 20A(1), Correctional Services Act No. 8 of 1959, as amended by Act 102 of 1997.
171. M Schönteich, *Unshackling the Crime Fighters. Increasing private sector involvement in South Africa's criminal justice system*, South African Institute of Race Relations, Johannesburg, 1999, p 87.
172. PPP Prisons are good deals, *PPP Quarterly* 9, December 2002, p 2.
173. I Fife, Private is better. Report shows government prisons beaten on all criteria, *Financial Mail*, 6 December 2002, p 32.

174. See also, Prisons depart looks at public-private system, *news24.com*, 13 November 2002, <[http://www.news24.com/News24/South\\_Africa/Politics/](http://www.news24.com/News24/South_Africa/Politics/)> (2 October 2003).
175. I Fife, Private is better. Report shows government prisons beaten on all criteria, *Financial Mail*, 6 December 2002, p 32.
176. Crime in the United States, *The Economist*, 9 August 2002.
177. See D C Anderson, *Sensible Justice: Alternatives to Prison*, The New York Press, New York, 1998.
178. See *Access to Justice in sub-Saharan Africa: The Role of Traditional and Informal Justice Systems*, Penal Reform International, London, 2001; and V Stern, *Alternatives to Prison in Developing Countries*, International Centre for Prison Studies and Penal Reform International, London, 1999.
179. M Mauer, *Race to Incarcerate*, The Sentencing Project, Washington DC, 1999, p 5.
180. T Manuel, *Keynote address to the private sector launch of the Standardised PPP Provisions*, Pretoria, 6 May 2003.
181. Holtzhausen, SA's PPPs ready for rollout, *Engineering News*, 1 January 2002, <<http://www.nbi.org.za/events/mediaDetail.asp?A=9>>, (7 October 2003).
182. No author, Delivering PPPs in South Africa – What are the problems and how can we overcome them?, *Project Finance News*, 5 September 2002, <<http://www.ipfa.org/cgi/news/news.cgi?a=249&t=template.htm>>, (7 October 2003).
183. *Ibid.*
184. The Safety, Security and Justice Holding Company Ltd. A Cape property company, 'Property Asset Managers', would manage the properties to be privatised. See *Business Day*, 11 February 1998; *Business Report*, 13 August 1998.
185. B L Benson, *The Independent Review* II(3), Winter 1998, pp 341–371.