



Annual Activity Report FY2021/22



defence force service commission

Department: Defence
REPUBLIC OF SOUTH AFRICA

DEFENCE FORCE SERVICE COMMISSION



ANNUAL ACTIVITY REPORT FY2021/22



Defence Force Service Commission

Department: Defence
REPUBLIC OF SOUTH AFRICA

Annual Activity Report

Minister of Defence and Military Veterans

**Executive Authority
to the
Defence Force Service Commission**

"In Support of SANDF Soldiers"

PART A

GENERAL INFORMATION

DEFENCE FORCE SERVICE COMMISSION

LEGISLATIVE NAME:	Defence Force Service Commission
HEAD OFFICE - PRETORIA PHYSICAL ADDRESS:	c/o Nossob & Jochemus Streets Kasteelpark Leerdam Building First Floor Erasmus Kloof Pretoria 0181
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E-MAIL ADDRESS:	DFSC@dod.mil.za
CHAIRPERSON:	Commissioner I.H. Robertson
DEPUTY CHAIRPERSON:	Commissioner S. Hlapolosa
HEAD OF SECRETARIAT:	Mr M.M.P. Motsepe

1. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE DEFENCE FORCE SERVICE COMMISSION ANNUAL ACTIVITY REPORT FY2021/22

1. In accordance with the instruction received from National Treasury, I acknowledge my responsibility for the accuracy of the Performance Information and the fair presentation of the Annual Activity Report FY2021/22 inputs and confirm, to the best of my knowledge and belief, the following:

- a. The inputs to the Annual Activity Report of the Defence Force Service Commission have been prepared in accordance with Department of Defence Annual Report Instruction No 0001/2021 dated 29 January 2021, as prescribed by the Guide for Preparation of Annual Reports and other relevant guidelines specified and issued by National Treasury.
- b. The information furnished in this report is true and correct in every respect.
- c. This Annual Activity Report is free from any omissions.
- d. The inputs to this Annual Activity Report have been presented, discussed and recommended by the Defence Force Service Commission.
- e. A copy of the Annual Activity Report FY2021/22 will be forwarded to the Internal Audit Division for verification purposes.
- f. The necessary records to support my declaration are available for audit purposes.

2. I, Number: 96061260CF, Commissioner I.H. Robertson, Chairperson of the Defence Force Service Commission, fully understand the implication of this declaration.



(I.H. ROBERTSON)
DEFENCE FORCE SERVICE COMMISSION: CHAIRPERSON

31 May 2022

3. LIST OF ABBREVIATIONS/ACRONYMS

A	
AAR	Annual Activity Report
AGSA	Auditor General of South Africa
APP	Annual Performance Plan
ASD IB	Alternative Service Delivery Implementation Board
B	
BCC	Budget Control Committee
BM	Budget Manager
C	
CFO	Chief Finance Officer
CJ Ops	Chief Joint Operations
CHR	Chief Human Resources
CMIS	Command and Management Information System
COE	Compensation of Employees
COVID-19	Corona Virus Disease of 2019
COS	Chief of Staff
COLA	Cost of Living Adjustment
CPSC	Central Procurement Service Centre
CSANDF	Chief of the South African National Defence Force
D	
DFSC	Defence Force Service Commission
DOD	Department of Defence
DPSA	Department of Public Service Administration
DPW	Department of Public Works
DWF	Defence Works Formation
E	
EA	Executive Authority

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G	
GLIS	Group Life Insurance Scheme
GO	Government Order
H	
HQ	Headquarters
HR	Human Resource
I	
IAD	Internal Audit Division
ICU	Intensive Care Unit
INDFSC	Interim National Defence Force Service Commission
J	
JSCD	Joint Standing Committee on Defence
M	
Maj Gen	Major General
MCC	Military Command Council
M&E	Monitoring and Evaluation
MOD&MV	Minister of Defence and Military Veterans
MTEF	Medium Term Expenditure Framework
N	
NT	National Treasury
O	
OHS	Occupational Health and Safety
P	
PCDMV	Portfolio Committee on Defence and Military Veterans

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PFMA	Public Finance Management Act
PMDS	Performance Management and Development System
R	
ResF	Reserve Force
RFC	Reserve Force Council
S	
SAMHS	South African Military Health Services
SANDF	South African National Defence Force
SEA MTT	Sexual Exploitation and Abuse Ministerial Task Team
Sec Def	Secretary for Defence
SG	Surgeon General
SITA	State Information Technology Agency
S&T	Subsistence & Travel
U	
UIF	Unemployment Insurance Fund



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5. FOREWORD BY THE EXECUTIVE AUTHORITY, THE HONOURABLE MINISTER OF DEFENCE AND MILITARY VETERANS, MINISTER T. MODISE, MP



I am pleased to present the Annual Report of the Defence Force Service Commission (DFSC) which was established as a Ministerial Advisory Body in terms of Section 62 A (1) of the Defence Act 42 of 2002, as amended by the Defence Amendment Act 22 of 2010.

The DFSC is charged with a responsibility to make recommendations to the Minister regarding improvement of salaries and service benefits of members, policies in respect of conditions of services and on the promotion of measures and setting of standards to ensure the effective and efficient implementation of policies on conditions of service within the Defence Force.

I assumed office as the new Minister of Defence and Military Veterans on the 6th of August 2021. I had the opportunity to have the first meeting with the DFSC on the 8th of November 2021. I benefitted a great deal from the insight that the Commissioners shared with me regarding the conditions of services for South African National Defence Force (SANDF) members and their recommendations in this regard. The welfare of the ordinary soldier is a matter that is extremely close to my heart.

Our men and women in uniform are always ready to lay down their lives in defence of their country, its sovereignty and territorial integrity. We therefore carry a duty to demonstrate, in words and in deeds, that we appreciate the huge sacrifices they make on behalf of their fellow compatriots. We know as a matter of fact that soldiers who feel appreciated tend to

be more motivated to serve. We commend them for consistently reminding the department of the absolute necessity of building a defence force that responds to the needs of its soldiers.

I must commend the DFSC for the crucial role they have played in raising awareness within the department about the conditions of service within the SANDF and the interventions

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necessary to address the situation. The DFSC has, in its own small way, contributed towards building a reasonably sound labour relations atmosphere within the defence force.

As government, we shoulder a responsibility to do everything in our power to build a motivated defence force and to create conditions that inspire our men and women in uniform to serve their nation with dedication and selflessness. Accordingly, we must spare neither strength nor effort in our collective determination to ensure that the SANDF remains the pride of our nation.

In the coming months, I will be engaging the Commissioners again as part of our ongoing frank and honest exchange of ideas on their mandate and on what more needs to be done to take forward the solid foundation they have laid. It is important to engage in a robust reflection and review exercise as part of our collective commitment to build a defence force that can be seen as a home by all its members.

In conclusion, I wish to express my gratitude and appreciation to the Commissioners and the Secretariat for their work and commitment.



MS THANDI R MODISE

MINISTER OF DEFENCE AND MILITARY VETERANS: MP

6. FOREWORD BY THE ACCOUNTING AUTHORITY, THE SECRETARY FOR DEFENCE, AMBASSADOR G.S. KUDJOE



The mandate of the Defence Force Service Commission (DFSC) is, amongst others, to make recommendations regarding improvement of conditions of service for members of the South African National Defence Force (SANDF) members.

I had an opportunity to meet virtually with the Commission on 23 April and 08 September 2021. The meetings discussed some strategic and operational challenges that often confronts the Commission in the execution of its mandate, specifically in the implementation of its recommendations. The Commission remained resolute and continued to make recommendations, however, cognisant of the budgetary constraints and challenges faced by the DOD.

The latter was evident in the briefings that the Commission made to the Joint Standing Committee on Defence to brief the Parliamentary Committee regarding the progress made in the implementation of its recommendations tabled to the MOD&MV, on 27 May 2021; 11 November 2021 and 17 March 2022 respectively.

In conclusion, I firmly believe that the Commission remain a vital role player in the defence community, and must be supported in the execution of the its mandate.

A handwritten signature in black ink, appearing to read 'G. Kudjoe'.

(AMBASSADOR G.S. KUDJOE)
SECRETARY FOR DEFENCE: DIRECTOR-GENERAL

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**7. FOREWORD BY THE CHIEF OF THE SOUTH AFRICAN
NATIONAL DEFENCE FORCE, GENERAL R. MAPHWANYA**



Not available at time of going to print

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8. STRATEGIC STATEMENT BY THE CHAIRPERSON OF THE DEFENCE FORCE SERVICE COMMISSION, COMMISSIONER I.H. ROBERTSON



The 2021/22 Financial Year has continued to be a difficult year for all of us. I have to acknowledge that our work and relations have been impacted in numerous ways. For one, to continue with hybrid interaction certainly posed its fair share of frustrations. Under less than ideal circumstances the various role players within the ambit of the Defence Force Service Commission (DFSC) have been trying to push our respective activities and fulfil our responsibilities.

"To create a unique and fair dispensation for men and women in uniform that are willing to risk their lives to serve our country" has always been prominent on the agenda of the Commission in all the activities that it undertakes. The Commission has observed that some Department of Defence (DOD) members have not internalised the DFSC as an Organ of State. Some still see it as a Military Unit when it comes to the application of policies and procedures, but I trust that this Annual Activity Report will contribute towards a healthier awareness of the DFSC and its endeavours.

Our strategic engagements and achievements in a changed environment include some of the following. The Commission was invited to attend a number of meetings hosted by the Portfolio Committee on Defence and Military Veterans as well as the Joint Standing Committee on Defence at which the DOD, and amongst others, the Chief of Human Resources, briefed the Parliamentary Committees on various issues related to the recommendations tabled by the DFSC from 2014 until end of March 2022. Other issues that were raised were infrastructure and succession planning

During the period under review one of the Commissioners, Mr J. Jongile, was tragically killed in an act of crime at his residence. His contribution to the discussions and debate within the Commission will be sadly missed.

The Commission submitted one recommendation with respect to Cost of Living Allowance to the Minister in March 2022.

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Meaningful and constructive engagements with role players and stakeholders, including the Chief of the South African National Defence Force (CSANDF) and the Chiefs of various Services and Divisions continued throughout the financial year and it was encouraging to note the growing appreciation for the work of the Commission.

Irrespective of the fact that the Commission was not able to visit Military Bases, Units and deployment areas, I, on behalf of the Commission would like to pay tribute to all the men and women in uniform across the entire rank spectrum and in all the Services and Divisions. It is clear from our limited interaction with some South African National Defence Force (SANDF) members for the year under review that our soldiers are committed to the SANDF's constitutional imperative that enjoins the SANDF to defend the sovereignty and territorial integrity of South Africa.

The Commission expresses a special word of thanks to the outgoing Minister of Defence and Military Veterans, and a hearty welcome to the newly appointed Minister, Minister Modise. We also want to pay tribute to the former CSANDF and welcome the newly appointed Chief, General Maphwanya.

Although there many strategic challenges that continue to face the DOD, especially with regard to the lack of funding of the Defence Review 2015, the "CAN DO" attitude of the members has not dampened. The DFSC is hopeful that the DOD will soon be properly funded to assist in arresting the decline. In this respect the DFSC appeals to all Services and Divisions to develop case studies about their uniqueness in order to strengthen the DOD's motivation when requesting for a significant increase in funding from National Treasury. From our side we are already thinking about alternative funding models for the DOD.

Finally I would like to express my appreciation to all the Commissioners and members of the Secretariat who all contributed and assisted in many ways in order for the Commission to comply with its legislative mandate.



(I.H. ROBERTSON)

DEFENCE FORCE SERVICE COMMISSION: CHAIRPERSON

Date: 31 May 2022



9. STRATEGIC OVERVIEW

The following information outlines the strategic overview of the Defence Force Service Commission (DFSC):

VISION

“A world class advisory Commission on Military Conditions of Service”.

MISSION

“To provide quality advice to the Minister of Defence in pursuit of a better life for soldiers”.

DEFENCE FORCE SERVICE COMMISSION VALUES

The organisational values of the DFSC, as indicated in Table 1, reflects the culture and the general work ethic within the DFSC as a unique entity.

Table1: Organisational Values

DFSC VALUES
a
Integrity
Objectivity
Impartiality
Transparency

10. ORGANISATIONAL AND LEGISLATIVE MANDATES

BILLS TO PARLIAMENT

Although no bills were submitted to the legislature by the Commission during the period under review, it needs to be mentioned that the Minister of Defence and Military Veterans (MOD&MV), the Joint Standing Committee on Defence (JSCD), the Portfolio Committee on Defence and Military Veterans (PCDMV) as well as the Military Command Council (MCC) had expressed the need to amend the Defence Act, Act 42 of 2002 on several occasions between 2015 till 2019. The purpose of amending the Defence Act, Act 42 of 2002, is to empower the Commission.

CONSTITUTIONAL AND OTHER LEGISLATIVE MANDATES

The establishment of the DFSC is legislated in terms of the Defence Act, Act 42 of 2002, as amended by the Defence Amendment Act, Act 22 of 2010, and pronounced in the Government Gazette Vol. 546, No. 3386 dated 09 December 2010. Sections 62A to 62L advocates for the-

- Establishment and composition of Defence Force Service Commission (62A).
- Functions of the Commission (62B).
- Appointment of members of Commission and conditions of service (62C).
- Disqualification from membership and removal from office (62D).
- Vacation of office (62E).
- Meeting of Commission (62F).
- Committees of Commission (62G).
- Reporting (62H).
- Staff of Commission (62I).
- Funding (62J).
- Intervention by the Minister (62K).
- Regulations in respect of Commission (62L).

11. ORGANISATIONAL STRUCTURE

1. INTRODUCTION

The establishment and composition of the DFSC is contained in Section 62A of the Defence Amendment Act, Act 22 of 2010.

- ✚ Section 62A.(2) stated *“The Commission consists of no fewer than eight and no more than ten members appointed by the Minister”*;
- ✚ Section 62A.(3) stated *“The Minister must designate one member as the Chairperson*

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and another as Deputy Chairperson of the Commission” and

✚ Section 62A.(3) stated that “if the Chairperson is absent or for any reason unable to act as Chairperson, the Deputy Chairperson must act as the Chairperson of the Commission”.

2. THE COMMISSIONERS OF THE DEFENCE FORCE SERVICE COMMISSION

The structure and demographic composition as well as the equity status of the Commissioners against its structure of ten approved posts are reflected in Tables 2 and 3 below. A pictorial organogram of the Commissioners is reflected in Diagram 1 below.

Table 2: Structure, demographic composition and term of the current Commissioners

S/N	Members of the Commission	Appointment	Male	Female	Race	Term
	a	b	c	d	e	f
1	Mr I.H. Robertson	Chairperson (part time appointment)	X		White	Second term appointment. Term ends 31 December 2023.
2	Ms S. Hlapolosa	Deputy Chairperson (part time appointment)		X	African	Second term appointment. Term ends 30 April 2025.
3	Dr Z. Essop	Commissioner (part time appointment)	X		Asian	First term appointment. Term ends 31 December 2023.
4	Adv N.G. Khumalo	Commissioner (part time appointment)		X	African	First term appointment. Term ends 31 December 2023.
5	Dr (Adv) L. Mbana	Commissioner (part time appointment)		X	African	First term appointment. Term ends 31 December 2024.
6	Ms S. Mabilane	Commissioner (part time appointment)		X	African	First term appointment. Term ends 31 December 2024.
7	Dr S. Zulu	Commissioner (part time appointment)	X		African	First term appointment. Term ends

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S/N	Members of the Commission	Appointment	Male	Female	Race	Term
	a	b	c	d	e	f
						31 December 2023.

The eighth Commissioner, Mr J.M. Jongile, who also had part-time appointment in his second term, passed on, on 14 May 2021.

Diagram 1: Pictorial organogram of the current Commissioners



Mr I H Robertson
Chairperson



Ms S. Hlapolosa
Deputy Chairperson



Dr Z. Essop



Adv N.G. Khumalo



Dr Adv L. Mbana



Ms S.V. Mabilane



Dr S. Zulu

Table 3: Equity status of the seven Commissioners against the post structure of ten Commissioners

S/N	Equity Status against the Demographic Composition of the population of the RSA	Appointment against the structure of ten Commissioners	Achievement against the post structure of 10 Commissioners	Achievement against the current appointment of seven Commissioners
	a	b	c	d
1	African: 64.6%	Five members	50%	71.43%
2	Coloured: 10.2%	Nil	0%	0%
3	Asians: 0.75%	One member	10%	14.29%
4	White: 24.3%	One member	10%	14.29%
5	Male: 70%	Three members	30%	42.86%
6	Female: 30%	Four members	40%	57.14%
7	Members with disabilities: 2%	Nil	0%	0%

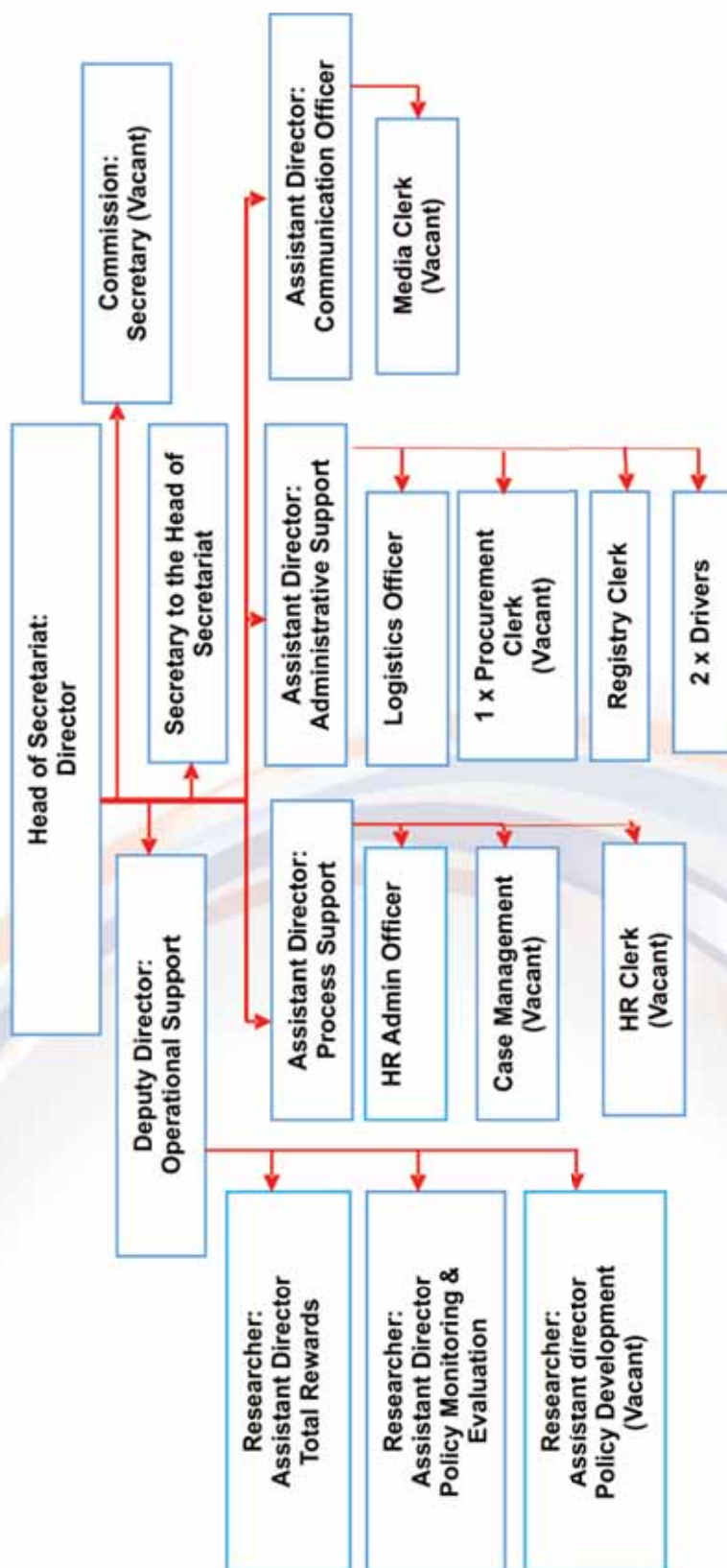
3. THE SECRETARIAT OF THE DEFENCE FORCE SERVICE COMMISSION

The provision regarding the Secretariat of the Commission is contained in Section 62I of the Defence Amendment Act and reads as follows *“The Minister after consultation with the Commission, appoints or designates persons to give research, secretariat, logistical and technical support to the Commission or to perform other work incidental to the exercise or performance of the powers and duties of the Commission”*.

The current structure of the Secretariat was found to be inadequate and is currently being reviewed by the Commission.

Three posts of the six vacant posts remained unfunded during the reporting period as indicated in Diagram 2 below.

Diagram 2: The current structure of the DFSC Secretariat

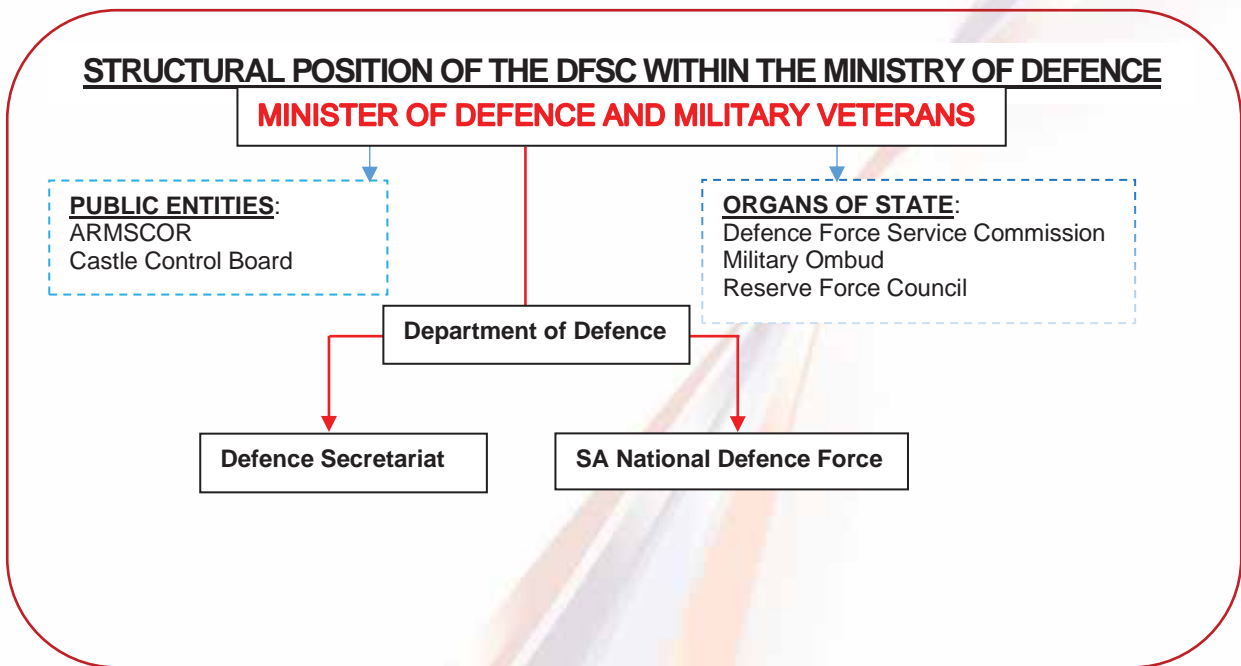


12. INFORMATION ON THE MINISTRY

The DFSC is one of the five Organs of State that reports to the Executive Authority (EA).





Diagram 3 illustrates the structural position of the DFSC within the Ministry of Defence and Military Veterans and Table 4 tabulates the DFSC as an Organ of State reporting to the Minister.

Diagram 3: Structural position of the Defence Force Service Commission as an Organ of State within the Ministry of Defence and Military Veterans



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Table 4: Defence Force Service Commission: Organ of State reporting to the Minister of Defence and Military Veterans

Name of Organ of State	Legislative Mandate	Outputs	Financial Relationship
a	b	c	d
Defence Force Service Commission	<ul style="list-style-type: none">  Defence Act, Act 42 of 2002.  Defence Amendment Act, Act 22 of 2010.  Public Service Act, Act 103 of 1994.  Public Finance Management Act, Act 1 of 1999. 	<p>The functions of the Commission is contained in Section 62B(1):</p> <p><i>"The Commission must</i></p> <p><i>(a) on an annual basis, make recommendations to the Minister on improvements of salaries and service benefits of members;</i></p> <p><i>(b) make recommendations to the Minister on policies in respect of conditions of service;</i></p> <p><i>(c) promote measures and set standards to ensure the effective and efficient implementation of policies on conditions of service within the Defence Force, and make recommendations to the Minister in this regard;"</i></p>	The vote allocated for FY2021/22 was R15 834 776.

PART B

PERFORMANCE INFORMATION**FINANCIAL PERFORMANCE INFORMATION****1. THE DFSC VOTE**

The Public Finance Management Act (PFMA), Sec 63(1)(a) stipulates that the Executive Authorities of departments must perform their statutory functions within the limits of the funds allocated for a relevant Vote. Within the DFSC, the Chairperson, Commissioner I.H. Robertson, is the responsible person to ensure that all strategic and operational functions are executed within the limits of the allocated Vote.

2. AIM OF THE VOTE

The aim of the Vote for the DFSC is to execute its mandate as outlined in Section 62 of the Defence Amendment Act, Act 22 of 2010. The DFSC manages and controls expenditure of its Vote, or the current allocation within the adjusted budget, transparently through its Budget Control Committee (BCC) meetings. The BCC held regular meetings during the period under review with the assistance and guidance of two Budget Managers within the Defence Secretariat. Mr H. Jordaan is the assigned Budget Manager for the DFSC and is supported by Mr T. Verwey who is also within the Defence Secretariat.

2.1 EXPENDITURE OF THE VOTE

The DFSC surrendered 48,97% (Rm2,7) of its Operational Budget during the reporting period. This accounts for 17,76% of its total allocated budget. This was due to various strategic and operational factors, including the negative impact of the Coronavirus Disease of 2019 (COVID-19). The latter affected the effective and efficient utilisation of the allocated budget adversely. The strategic activities such as consultative visits to various Military Bases and Units, visits to internal deployment areas within Operation CORONA and the attendance of strategic DOD functions and events, could not be undertaken as planned.

Summary of the actual expenditure versus the adjusted appropriation for the current and prior years is reflected in Tables 5, 6 and 7.

The information in Table 5 represents the total allocated budget (Vote) against total expenditure incurred during the respective financial years.

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Table 5: Summary of actual (Human Resource and Operational) budget expenditure versus the adjusted appropriation for the current and prior years



	FY2018/19	FY2019/20	FY2020/21	FY2021/22
	a	b	c	d
Vote	R15 661 093	R16 696 580	R17 262 230	R15 198 364
Expenditure	R13 135 124	R11 126 948	R9 712 481	R9 675 024
Over expenditure	R0	R0	R0	R0
Amount overspent as percentage of vote	0%	0%	0%	0%
Amount surrendered	R1 882 849	R3 000 000	R4 680 693	R2 700 397
Amount surrendered as a percentage of the vote	12%	17.96%	68.70%	17,76%

The information in Table 6 represents the actual HR expenditure versus the adjusted appropriation for the current and prior years.

Table 6: Summary of actual Human Resource budget expenditure versus the adjusted appropriation for the current and prior years

	FY2018/19	FY2019/20	FY2020/21	FY2021/22
	a	b	c	d
Vote	R9 428 409	R10 114 588	R10 515 063	R9 684 393
Expenditure	R8 864 081	R7 855 037	R8 181 694	R8 392 611
Over expenditure	R0	R0	R0	R0
Amount overspent as percentage of vote	0%	0%	0%	0%
Amount surrendered	R0	R0	R0	R0
Amount surrendered as a percentage of the vote	0%	0%	0%	0%

The Annual Performance Plan (APP) for FY2021/22 was compiled two years in advance during FY2019/20. In this APP provision was made for the undermentioned Human Resource (HR) financial costing to the amount of R1 291 782 which could not be utilised during the financial year.

-  A Level 9 Assistant Director post (researcher) to the budgeted amount of R516 031 could not be staffed because the DFSC is still awaiting the outcome of the Labour Court.
-  The advertisements for two (2) Level 5 posts (HR Clerk and Procurement Clerk) were withdrawn resulting in a further saving of R476 037.

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- ✚ The vacancies within the Commissioners' structure resulted in the saving of R224 769 on the HR Budget for FY2021/22.
- ✚ The vacancy left by the Commissioner who passed-on resulted in the saving of R224 769 on the HR Budget for FY2021/22.
- ✚ The appointment of the DFSC driver resulted in the cancellation of the Reserve Force Member's call-up that resulted in a HR saving of R74 945.
- ✚ Performance Incentives were not paid by the Department of Defence) (DOD for FY2021/22 due to budget constraints by National Treasury (NT).
- ✚ Labour Unions and Government signed a three-year multi term public service wage agreement on 08 June 2018. Fiscal pressures have prompted Government to indicate that the State will not be able to honour the agreement for FY2021/22 and no wage increments were implemented. This contributed to a further saving in Item 10.

The information in Table 7 represents the actual Operational expenditure versus the adjusted appropriation for the current and prior years.

Table 7: Summary of actual Operational budget expenditure versus the adjusted appropriation for the current and prior years

	FY2018/19	FY2019/20	FY2020/21	FY2021/22
	a	b	c	d
Vote	R6 237 684	R6 581 992	R6 747 167	R5 513 971
Expenditure	R4 271 043	R3 310 551	R2 111 930	R1 282 413
Over expenditure	R0	R0	R0	R0
Amount overspent as percentage of vote	0%	0%	0%	R0
Amount surrendered	R1 882 849	R3 000 000	R4 635 304	R2 700 397
Amount surrendered as a percentage of the vote	30.2%	45,58%	68.70%	48,97%

The following reasons contributed to the amount of R2 700 397 that formed part of the surrendered funds.

- ✚ The tender processes for the upgrading of the DFSC Main Boardroom conference system is almost finalised. This costs entailed an installation of R770 291 and a yearly maintenance fee of R181 946 for the next 3 years.

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The procurement process for the DFSC website, was deferred during February 2021 in order to obtain further clarity on the costing and cost effectiveness that is less than the projected amount of Rm1.5 by the State Information Technology Agency (SITA). The DFSC directed that consideration to approach other external suppliers who will charge less than Rm1.5 be explored. This will be implemented during the FY2022/23.

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NON-FINANCIAL PERFORMANCE INFORMATION

3. AUDITS PERFORMED

The DFSC had no audits performed on the performance information provided for in the AAR FY2020/21 by the Auditor General of South Africa (AGSA).

No audits were performed throughout FY2021/22 by the Internal Audit Division (IAD) on quarterly reports against the DFSC APP FY2021/22.

The Internal Audit Division (IAD) of the DOD conducted an ad-hoc audit on the management of subsistence and travel advances and claims at DFSC in November 2021. The audit found that there were inadequate controls in place to guide the subsistence and travel claim procedures, which resulted in non-compliance with applicable laws, regulations and departmental policies. The audit report on findings and recommendations was accepted and endorsed by the DFSC on 10 March 2022.

The DFSC subsequently developed an action plan for implementation, in order to address the findings and the recommendations.

However, no audits were performed in FY2021/22 by the IAD on quarterly reports against the DFSC APP FY2021/22.

4. STRATEGIC OUTPUT

The DFSC reports against one strategic performance indicator as guided by the Defence Amendment Act, Act 22 of 2010. The compliance of the DFSC to this performance indicator for the period under review is reflected in Table 8.

Table 8: Performance against the Strategic Output in terms of the Level 1 Performance Indicator and target

S/No	Performance Indicator Output 3	Target for FY2020/21 as per the Department of Defence Annual Performance Plan	Description of Actual Achievement	Reason for Deviation	Planned Action
	a	b	c	d	e
OUTPUT DELIVERABLES AS PER DOD STRATEGY MAP					
1.	Percentage compliance with submission dates of DOD accountability documents. <i>Annual Activity Report regarding DFSC Activities submitted to the Executive Authority.</i>	100% compliance. One DFSC Annual Activity Report (AAR) FY2020/21 on DFSC activities submitted in line with National Prescripts.	The DFSC submitted the electronic and hard copies of the DFSC AAR FY2020/21 to the Office of the EA on 27 May 2021.	The DFSC complied with this performance indicator on 31 March 2021 thus no deviation.	Obligatory compliance by the DFSC to NT and DOD timelines and target dates as per the DFSC Strategic and Operational Calendar.

5. OVERVIEW ON THE PERFORMANCE INFORMATION OF THE DEFENCE FORCE SERVICE COMMISSION

5.1 Purpose of the DFSC

The purpose of the DFSC, as an advisory body to the MOD&MV, is promulgated in Section 62B.(1) of the Defence Amendment Act, Act 22 of 2010.

5.2 Outputs of the DFSC

The legislated outputs required from the DFSC is promulgated in Section 62B.(1)(a), (b), and (c) of the Defence Amendment Act are as follows:

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- ✚ *"On an annual basis, make recommendations to the Minister on improvements of salaries and service benefits of members;*
- ✚ *Make recommendations to the Minister on policies in respect of conditions of service, and*
- ✚ *Promote measures and set standards to ensure the effective and efficient implementation of policies on conditions of service within the Defence Force, and make recommendations to the Minister in this regard".*

5.3 Overview

Although the mandate of the DFSC does not provide specific performance indicators on strategic priorities of Government, the recommendations tabled to the Minister are aimed at improving the conditions of service for all South African National Defence Force (SANDF) members including the Reserve Force (ResF) members. The findings and the implementation of the recommendations that have been tabled by the DFSC, can enable the establishment and maintenance of a sustainable combat readiness profile required from the SANDF to uphold the mandate of the DOD, as derived from Section 200 of the Constitution of the Republic of South Africa, Act No 108 of 1996, namely to protect the sovereignty and territorial integrity of the Republic of South Africa. Furthermore, it will also contribute largely to Outcome 3: *"All people in South Africa are and feel safe"* and Outcome 11: *"Creating a better South Africa, contribute to a better and safer Africa in a better World"*. The DFSC continues to grow from strength to strength in its pursuit to advance its mandate. The growth is demonstrated in the deepened understanding and internalisation of its legislated mandate by the Commissioners and members of the Secretariat.

5.4 STRATEGIC ENGAGEMENTS AND ACHIEVEMENTS IN A CHANGED ENVIRONMENT

The strategic engagements and achievements of the Commission is reflected in tabular format within Annexure 2 of this report.

Strategic engagements

The DFSC endeavoured to execute its mandate effectively as enshrined in section 62B of the Defence Amendment Act within the changed working environment caused by the COVID-19 pandemic, its associated lockdown and safety regulations from 27 March 2020. However, the virtual platforms enabled continuous interactive engagements between the Commission and the Strategic Stakeholders. These platforms enabled the Commission to meet, discuss, plan and approve strategic and operational issues.

Secretary for Defence

On 23 April 2021, the Chairperson of the DFSC had a meet and greet engagement with the Secretary for Defence (Sec Def) where upon the importance for the Sec Def to meet with

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the full complement of Commissioners was emphasised. This will provide an opportunity to discuss some strategic challenges and the way forward amongst others, regarding the implementation of recommendations made by the DFSC.

The Sec Def had a virtual meeting with the DFSC on 08 September 2021. The meeting was both a meet and greet and the Commission raised challenges regarding the implementation of its recommendations, which adversely affect the effective execution of the DFSC mandate. The Sec Def made an undertaking to physically meet the Commissioners on 15 October 2022 and the meeting also concluded by the scheduling of quarterly meetings between the DFSC and Sec Def. The Sec Def was unable to meet with the Commission as envisaged.

Joint Standing Committee on Defence (JSCD).

The Commission briefed the Joint Standing Committee on Defence (JSCD) on a virtual platform on 27 May 2021 regarding the progress made in terms of the recommendations that were tabled to the MOD&MV by the DFSC. These recommendations, in line with the Defence Amendment Act, Act 22 of 2010, aimed to improve the conditions of service of soldiers and related matters. The Committee concluded with a decision to schedule a meeting with the MOD&MV to provide feedback and account on the matters raised.

The Commission briefed virtually the JSCD regarding the progress made in terms of the recommendations that were tabled to the Minister of Defence and Military Veterans by the DFSC. These recommendations, in line with the Defence Amendment Act, Act 22 of 2010, aimed to improve the conditions of service of soldiers and related matters. The Commission informed the JSCD that although the Minister acknowledged all reports, no progress feedback regarding implementation plans or the actual implementation of recommendations were received. The JSCD resolved to approach the MOD&MV to account for the respective recommendations tabled by the DFSC.

The Commission briefed virtually JSCD on 11 November 2021 on its Annual Activity Report for Financial Year 2020/21. The Committee resolved that the DOD should attempt to continually interact with the DFSC in order to be informed about the recommendations made, and other challenges experienced by the DFSC. The Committee further emphasised that the DFSC must prioritise the development of its website. The JSCD resolved to approach the MOD&MV to account for the respective recommendations tabled by the DFSC. On the same platform, CHR briefed the Committee on the recommendations made by the DFSC from 2014 to date. However, the Committee expressed concern in terms of the responses given by CHR on the implementation status of the recommendations, and the response time. The Committee recommended that the two entities must strive to interact regularly to alleviate continuous recurrence of challenges.

Chief of the South African National Defence Force (C SANDF)

The Commission attended the Change of Command Parade between the outgoing and incoming Chiefs of the South African National Defence Force on 28 May 2021. The

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Chairperson of the DFSC also attended the subsequent farewell Gala Dinner of the outgoing Chief of the South African National Defence Force (CSANDF), General S.Z. Shoke. The Chairperson attended on invitation by MOD&MV the farewell function to the outgoing CSANDF as well as the former Sec Def on 11 June 2021.

The DFSC met with the Chief of the South African National Defence Force (C SANDF) on 22 September 2021. The meeting was both a meet and greet and the Commission raised some challenges regarding the implementation of its recommendations, which adversely affect the effective execution of the DFSC mandate. The meeting concluded that a briefing about SANDF and its challenges will be scheduled. The CSANDF proposed the scheduling of quarterly meetings between the DFSC and the MCC. However, this proposed intervention did not take place during the reporting period.

Minister of Defence & Military Veterans (MOD&MV)

The Commission held a meeting with the former MOD&MV on 05 August 2021. The meeting discussed mainly the challenges faced by the DFSC in the execution of its mandate. Issues pertaining to the capacity within the Commission and the Secretariat were discussed. The meeting concluded that there will be quarterly meetings between the DFSC and the Defence Secretariat.

The DFSC had a meeting with the current MODMV on 08 November 2021, to discuss the Commission's concern regarding the lack of support and cooperation from the DOD and SANDF leadership. The meeting concluded with the Minister directing her office to organise a workshop that should seek to clarify the role of the Commission, in the light of the challenges it continues to experience. The workshop will be arranged and hosted by the MODMV. It will be attended by the SecDef, C SANDF, CHR, and anyone who can be co-opted by the Minister.

The Commission met with the Chief of Human Resources (CHR) on 1 December 2021. The meeting concluded with the unpacking of the submitted recommendations and the way forward, which will be further discussed during the Ministerial workshop (Retreat) as directed by the MOD&MV.

The Commission participated in the planning meeting that was held on 11 February 2022. The meeting was in preparation and consolidation of the agenda for the envisaged Ministerial workshop (Retreat). The meeting was attended by DFSC delegation, Special Advisor to MOD&MV, Chief of Human Resources, representatives from the office of the MOD&MV and Defence Military Legal Services.

The Commission appeared virtually before the JSCD on 17 March 2022 regarding the outcomes of the envisaged Ministerial workshop (Retreat) with regard to the implementation of the DFSC recommendations. The briefing was attended by the MOD&MV, Deputy Minister of Defence and Military Veterans, CHR. The MOD&MV reported to the Committee that the ministerial workshop (Retreat) is yet to be arranged by her office and all the relevant role players, including the co-chairpersons of the JSCD will be invited to the Ministerial workshop (retreat). The ministerial workshop (Retreat) is meant to unpack the mandate of the DFSC in relation to the role and functions of the Parliamentary Committees on Defence

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matters. Furthermore, to clearly define its roles and functions in relation to the establishment and mandate of the Military Bargaining Council (MBC) and how the operationalisation of the MBC will impact on the mandate of the DFSC.

Reserve Force Council (RFC)

The DFSC signed the Memorandum of Understanding (MOU) with the Reserve Force Council (RFC) on 20 August 2021. The MOU ensures that the two entities agree to cooperate on matters concerning the conditions of service and benefits of the members of the South African National Defence Force Reserves.

DOD Services and Divisions

The DFSC wrote a letter to Chief of Logistics on 14 September 2021 seeking clarity with regard to the supply of food and rations to SANDF members deployed during OPS Prosper, in the light of the reports that the members are starving. Chief Logistics responded in the letter dated 22 September 2021 and indicated that various role players will be debriefed upon completion of the Operation.

The DFSC had a meeting with Internal Audit Division on 08 October 2021. The meeting aimed at ensuring that the DFSC will be informed about the audit process in the DOD and further be included in the DOD audit plan going forward.

The DFSC held a meeting with the South African Military Health Services Command Council (SAMHS CC) on 08 March 2022. The meeting was aimed to (a) serve as an orientation of Commissioners to the Command Council; (b) to present the findings and recommendations made on SAMHS related matters, and (3) to forge a strategic working relationship.

Training and Development

DFSC Commissioners attended training on Mastering Board Leadership by the Institute of Directors South Africa on 08 February 2022.

DFSC Commissioners and members of the Secretariat attended training on Governance of Ethics by The Institute of Ethics on 05 March 2021.

Strategic achievements

Although section 62H.(1)(b)(4) within the Defence Amendment Act specifies the *“The Commission must, by notice in the Gazette, annually publish its findings and recommendations in respect of its work.”*, the process to publish these reports in a Government Gazette can only commence on authorisation by the MOD&MV. The Minister indicated on request to approve the publishing of the findings and recommendations in a

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Government Gazette, during 2018, that no findings and recommendations with financial implications may be published in a Government Gazette without the concurrence by the Minister of Finance, in order to avoid the creation of unrealistic expectations amongst uniformed members. Furthermore, the Minister indicated that upon receiving a report from the CSANDF and the Sec Def that outlines the implementation of those recommendations which fall within the mandate of the DFSC and which are implementable within the confines of the current DOD budget, the DFSC will be informed accordingly.

The additional strategic engagements and achievements of the Commission are reflected in tabular format within Annexure 2 of this report.

6. PERFORMANCE STATUS

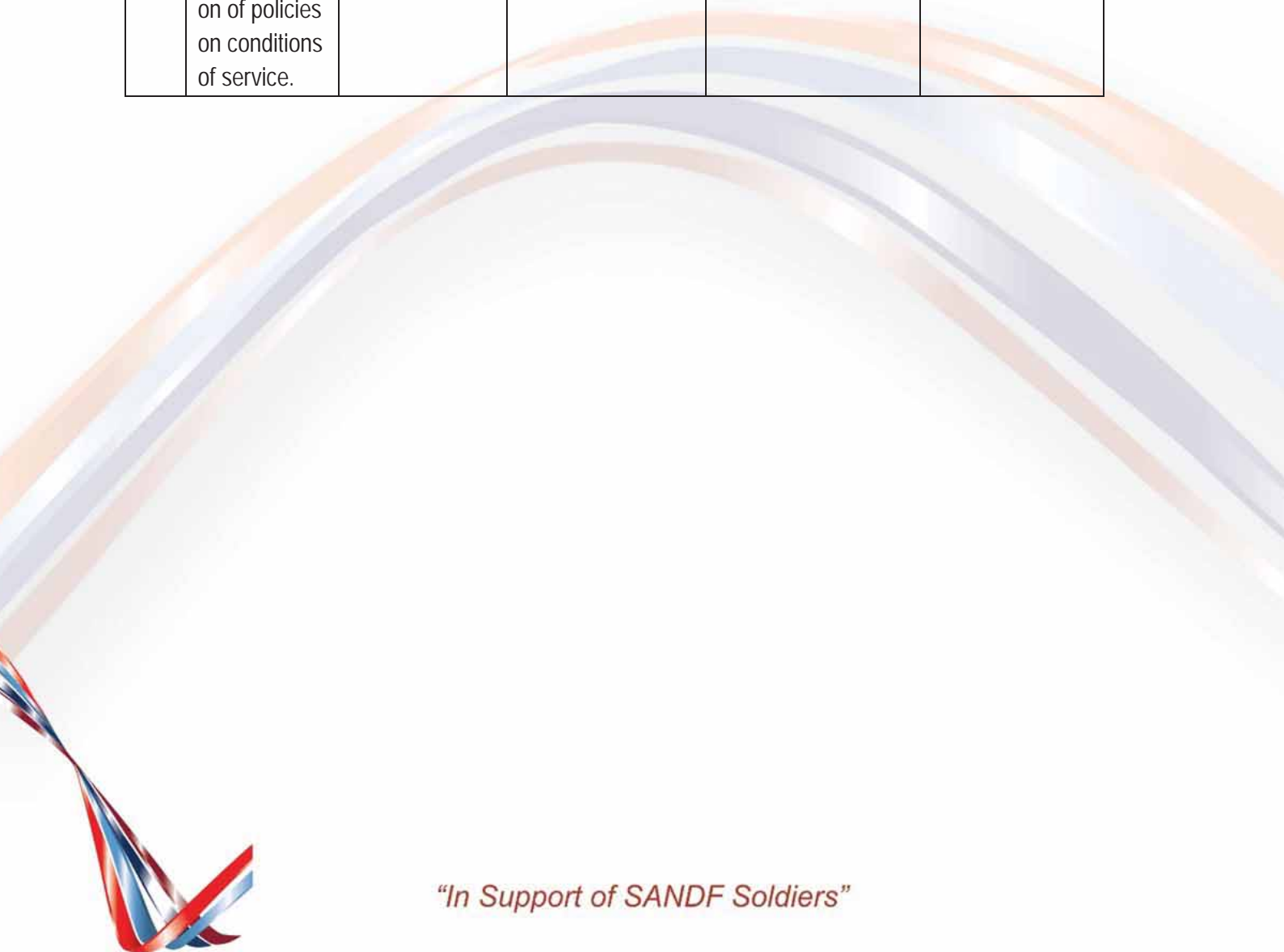
The core programme outputs, performance indicators and detail of actual achievements (compliance) of the DFSC are indicated in Table 9 below.

Table 9: Level 2 Core Programme Outputs, Performance Indicators and Compliance for FY2021/22

S/N	Output	Performance Indicators	Planned Target	Detail of Actual Achievement (Outputs)	Reason(s) and Comment on Deviation
	a	b	c	d	e
1	On an annual basis, make recommendations to the MOD&MV on improvement of salaries and service benefits of members.	Annual submission of recommendations	Annual submission on recommendations for the improvement of salaries and service benefits for members of the SANDF including the members of the ResF.	The DFSC submitted an electronic and hard copy to the Office of the Minister on COLA for FY2022/23 on 31 March 2022. Ongoing liaison with Department of Transport in order to finalise viable and implementable recommendations on utilisation of public transport for SANDF and ResF members.	No deviation.
2	Make recommendations to the	Submission of recommendations	Annual Target	The DFSC engaged in research at 2	Awaited feedback from the Officer

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S/N	Output	Performance Indicators	Planned Target	Detail of Actual Achievement (Outputs)	Reason(s) and Comment on Deviation
	a	b	c	d	e
	MOD&MV on policies in respect of conditions of service.			Military Hospital regarding the unserviceable portable X-Ray machines.	Commanding 2 Military Hospital on specific enquiries
3	Make recommendations to promote measures and set standards for effective and efficient implementation of policies on conditions of service.	Submission of recommended measures, standards, processes and systems to assist monitoring and evaluation	Annual Target.	The DFSC engaged in three consultative meetings to compile a strategy for follow-up processes and activities to monitor the progress on tabled recommendations	



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PART C

GOVERNANCE

1. INTRODUCTION

The MOD&MV, as the EA, is responsible for the oversight on Organs of State within the Department. The DFSC submits quarterly Performance Against Plan reports and an AAR according to its legislated requirements as well as NT and DOD timelines and guidelines and reports on findings and recommendations as per section 62B (1)(a), (b) and (c) of the Defence Amendment Act to the Minister.

2. RISKS AND MITIGATING ACTIONS

Even though the DFSC does not have any registered Corporate Risks on the DOD Enterprise Risk Management Register, managerial challenges such as the HR structure is recorded as such within a DFSC Risk Register.

2.1 STRATEGIC RISKS

The DFSC was unable to execute some of its planned strategic activities during the period under review, due to lack of support and cooperation from the DOD. Part of the strategic objectives include the inability to conduct consultative and follow-up visits to the following Military Bases and Units:

- a. Internal deployment areas i.e. the Naval Base in Durban.
- b. The SA Infantry School in Oudtshoorn.
- c. The South African Army Combat Training Centre (Lohatla).
- d. The Warrant Officer's Academy.
- e. Fort Ikapa in Cape Town.

The aim of the consultative and follow-up visits to Military Bases and Units is to pursue and determine whether the findings and recommendations made by the Commission have been implemented, and to further establish to what extent similar issues than those already observed at other Military Units and Bases could be identified.

Mitigating Strategy

The envisaged ministerial workshop (Retreat) was aimed at unpacking the role and functions of the DFSC, including the visits to Military Units and Bases.

2.2 OPERATIONAL RISKS

Operational risks that had an impact on the overall achievement of the objectives are indicated as HR risks in the DFSC Risk Register.

- ✚ The inability of the DFSC to effectively execute its legislated mandate due an inadequate core function structure (researchers) and the cost containment measures on the expansion and upgrading of posts by NT. The core functionaries are responsible for research and report on the findings and make quality recommendations in terms of section 62B.(1) (a); (b) and (c) of the Defence Amendment Act. However, the structure remains challenged to render effective, efficient and economical administrative support to the DFSC and as such impacts negatively on the achievement of its legislated and strategic objectives.

Mitigating strategies

The DFSC has considered the possible restructuring of the DFSC Secretariat in order to address the capacity challenges. However, in the meantime, the Secretariat continue to adopt the practice of double-hatting as a way of mitigating the incapacity gaps.

The Commission further requests the assistance of detachment of SANDF members with specific skills set. This provision is empowered by 62B.(3) of the Defence Amendment Act and mandated the Commission to *'in consultation with the Minister, call upon any member of the Defence Force or employee of the Department to assist it in the execution of its functions, and such person is obliged to provide the necessary assistance'*. This enables the Secretariat to augment some functions, such as the management of its DFSC Office Wingfield in Cape Town with a detached member from the South African Navy, and the General Assistant from the DOD Head Quarters (HQ) Unit to the DFSC office in Pretoria. The detached members are remunerated by their respective service and unit.

In view of the above, the DFSC initiated the process of reviewing the Secretariat structure and to upgrade the levels of the core research functionaries. However, the process is dependent on the support and approval by the MOD&MV.

2.3 ETHICS & CODE OF CONDUCT

The DFSC Ethics Committee was established in January 2022 as was envisaged during March 2021. The role of the Committee is to provide strategic direction and oversight on the ethics management on issues related to conditions of service as outlined in the Defence Amendment Act of 2010.

The Code of Conduct for Public Service Act Personnel employees (Annexure 3) is applicable to the employees of the Secretariat. Members on detached duty and members on call up from respective ResF are obliged to conform to the *Soldier of Africa: Code of Conduct for Uniformed Members of the South African National Defence Force*.

3. FRAUD AND CORRUPTION PREVENTION

The Commission can report that there were no incidences of fraud and corruption reported or investigated during the reporting period.

4. HEALTH AND SAFETY ISSUES

The DFSC nominated a member of the Secretariat as the OHS representative for the DFSC. The member reports all work related hazards, risks and dangers directly to the Officer Commanding of the SAMHS HQ Unit.

The DFSC continued to observe all COVID-19 Regulations during working hours and meetings. There are sanitising equipment at both entrances of the SAMHS HQ, and all members entering the buildings are checked for temperature and the wearing of masks. The HR Division assisted the DFSC to obtain the necessary Personal Protective Equipment such as hand sanitisers and masks.

5. PARLIAMENTARY COMMITTEES

5.1 PORTFOLIO COMMITTEE ON DEFENCE AND MILITARY VETERANS

The Commission did not appear before the Portfolio Committee on Defence and Military Veterans (PCDMV) during the reporting period.

5.2 JOINT STANDING COMMITTEE ON DEFENCE

The DFSC appeared before the JSCD on 27 May 2021 to provide feedback on the implementation of its recommendations.

DFSC presented the Annual Activity Report FY2020/21 to the JSCD on 08 November 2021

DFSC briefed the JSCD on 17 March 2022 with regard to the outcomes of the planning meeting in preparation for the Ministerial Workshop (Retreat), which hasn't taken place in the reporting period.

PART D

HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The HR component within the Secretariat of the DFSC has been and continues to be a challenge during the reporting period. The DFSC is mandated in terms of Section 62B(3) of Defence Amendment Act, Act No 22 of 2010, to “...in consultation with the Minister, call upon any member of the Defence Force or employee of the Department to assist it in the execution of its functions, and such person is obliged to provide the necessary assistance”. In view of the above, the DFSC had to rely on two SANDF-remunerated staff on detached duty and on the utilisation of initially three ResF members, and since 01 April 2021 only one ResF member to augment capacity within the Secretariat, throughout FY2021/22. Only 13 members (68.42%) are staffed from a structure of 19 posts. This structure does not commensurate the level of research support required by the Commission and the skills set that are needed within the research environment fall outside the authorised level of appointment. The core functionaries is responsible for the execution of researched findings and compiling of validated recommendations in terms of section 62B.(1) (a); (b) and (c) of the Defence Amendment Act.

The reallocation of funds within Item 10, by means of an approved Change to Plan, allowed the DFSC to call up a ResF member on a continuous basis for 12 months as indicated in Table 10 below.

Table 10: Utilisation of Reserve Force Members for FY2021/22

S/No	Service Division	Reserve Force Members Utilised		Total number of Person days utilised during FY2021/22	Total Reserve Force Wages for FY2021/22
		Driving and Admin Duties	Total Number of Reserves Utilised		
	a	b	c	d	e
1.	DFSC	01	01	91	R60 372
	Total	01	01	91	R60 372

2. THE STATUS OF THE HUMAN RESOURCE IN THE DFSC

The Commission is currently reviewing the structure and the post levels of the Secretariat, in order to commensurate with the increasing volume of work and the execution of the mandate.

The demographic representation of the detached and ResF members assisting the DFSC during the period under review is illustrated in Table 11 below. The SANDF members on detached duty to the DFSC are remunerated by their respective Services at no cost to the Commission.

Table 11: Status and demographics of the detached personnel and members from the Reserve Forces

S/N	Detached and Reserve Force members	Arms of Service	Period	Male	Female	Race
	a	b	c	d	e	f
Members from the Reserve Forces						
1	Rfn D.T. Tjeba	SA Army	01 April 2021 to 30 June 2021	X		African
Members on Detached Duty from Services						
2	CPO A.J. Nasson Managed the DFSC Office Wingfield in Cape Town.	SA Navy	01 April 2020 to 31 March 2022	X		Coloured
3	Ms R. Mudau (General Assistant from DOD HQ for cleaning services)	DOD HQ	01 April 2021 to 31 March 2022		X	African

The support of the respective DOD Services and Divisions by availing members on detached duty to augment the functions of all the vacant funded and unfunded posts is sincerely appreciated.

Tables 12 and 13 illustrate the demographic and equity status of the permanently appointed members within the Secretariat. The DFSC intends to improve the diversity profile on future appointments regarding Coloured, Asians and persons living with disabilities.

Table 12: Demographics of Permanent Employees

S/N	Permanent employees of the DFSC Secretariat	Male	Female	Race
	a	b	c	d
1	Mr M.M.P. Motsepe Head of Secretariat: Director	X		African
2	Mr C.K. Letsoalo Registry Clerk	X		African
3	Ms M. Loots Deputy Director: Operational Support		X	White
4	Mr T.L. Magubane Assistant Director: Researcher Total Rewards	X		African
5	Mr S. Maodi Senior Driver	X		African
6	Mr J.T. Masilo Chief Provisioning Admin Clerk	X		African
7	Ms E.M. Mashigo		X	African

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S/N	Permanent employees of the DFSC Secretariat	Male	Female	Race
	a	b	c	d
	Secretary to the Head of Secretariat			
8	Ms Z. Maya Assistant Director: Admin Support		X	African
9	Mr T.V. Mthombeni Assistant Director: Communication Officer	X		African
10	Ms L.S. Phologane Assistant Director: Policy Review and Monitoring		X	African
11	Ms M.M. Tema Senior Administrative Officer		X	African
12	Mr D.T. Tjeba Senior Driver	X		African
13	Mr N.S. van Wyk Assistant Director: Process Support	X		White

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Table 13: Equity status of the DFSC Secretariat




S/N	Equity Target of the DFSC Secretariat against the Demographic Composition of the population of the RSA as reflected in the DOD APP FY2020/21	Appointment target against the structure of 19 posts	Number of staffed members against its approved structure of 19 posts	Achievement against the approved structure of 19 posts	Achievement against 16 funded posts	Reasons for under achievement
	a	b	c	d	e	f
1	African: 64.68%	± 13 members	Ten members	52.63%	62.5%	Target achieved against 16 funded posts.
2	Coloured: 10.22%	± 2 members	Nil	0%	0%	Only two posts were advertised during the reporting period. Applicants in this category were found not suitable for the advertised posts during the selection process.
3	Asians: 0.75%	± 1 member	Nil	0%	0%	The staffing of the HR and Logistic clerks was not finalised.
4	White: 24.35%	± 4 members	Two members	10.52%	12.5%	The staffing of the HR and Logistic clerks was not finalised.

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S/N	Equity Target of the DFSC Secretariat against the Demographic Composition of the population of the RSA as reflected in the DOD APP FY2020/21	Appointment target against the structure of 19 posts	Number of staffed members against its approved structure of 19 posts	Achievement against the approved structure of 19 posts	Achievement against 16 funded posts	Reasons for under achievement
	a	b	c	d	e	f
5	Male: 70%	± 13 members	Seven members	36.84%	43.75%	The appointment of one male member could not be finalised during the reporting period.
6	Female: 30%	± 6 members	Five members	26.31%	31.25%	Target achieved against 16 funded posts.
7	Members with disabilities: 2%	± 1 member	Nil	0%	0%	The staffing of the HR and Logistic clerks was not finalised.

The DFSC was not able to staff its full complement of 19 approved posts but only 13 posts. The latter includes the post of a Driver (Level 4) that was advertised in October 2019, was staffed on 01 July 2021.

The following three posts became unfunded due to the reprioritisation process of posts initiated by the DOD HR Division. As a result, only 13 of the 19 posts can be staffed unless the moratorium placed by NT on structures and staffing is uplifted. The unfunded posts are:

-  The Commission Secretary (Level 7).
-  The Media Clerk (Level 6).
-  The Case Management Clerk (Level 8).

The following three posts are vacant and funded:

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- ✚ Assistant Director: Policy Review (researcher)(Level 9). The post could not be staffed because of the pending Labour Court case.
- ✚ HR Clerk and Procurement Clerk (both Level5). The staffing of the posts was put on hold pending the contemplated restructuring of the Secretariat structure

3. HUMAN RESOURCE PRIORITIES FOR THE YEAR UNDER REVIEW AND ITS IMPACT

The DFSC prioritises the review of the Secretariat structure that is currently underway, in order to align the requisite skills and competencies with the functions that the DFSC must execute in terms of the mandate.

4. EMPLOYEE PERFORMANCE MANAGEMENT

The DFSC Secretariat is compliant with the guidelines, processes and templates of the Performance Management and Development Systems within the DOD. For the period under review the DFSC Secretariat complied with half yearly reviews and the annual performance assessments in accordance with the regulatory framework. There was no payment of performance incentives in the reporting period in the DOD due to cost containment measures and budgetary constraints. The DFSC envisages to juxtapose the performance assessment of the Secretariat with that of the Commission.

5. CHALLENGES FACED BY THE DFSC

The DFSC continue to execute its mandate effectively and efficiently. However, the current review of the Secretariat structure and the review of the Commission's mandate will ensure that it functions optimally.

The lack of support and cooperation from the DOD and the SANDF.

The adverse effect of the HR budget constraints on the Commission's ability to fully utilise its HR capability.

6. EMPLOYEE WELLNESS PROGRAMMES

Employees were allowed to work from home through a scheduled rotational work plan to ensure their safety and compliance with COVID-19 Regulations. Personal protective equipment were issued to DFSC members in accordance with COVID-19 regulations. Posters and other infographics were displayed to raise awareness about COVID-19 within the Kasteel Park office environment.

PART E

FINANCIAL INFORMATION

The Chairperson of the DFSC, Commissioner I.H. Robertson, was appointed as Budget Holder of the DFSC by the Sec Def.

1. OVERVIEW OF THE FINANCIAL RESULTS OF THE DFSC

The Public Finance Management Act, Sec 63(1)(a) stipulates that the Executive Authorities of departments must perform their statutory functions within the limits of the funds allocated for a relevant Vote. The DFSC Chairperson, Commissioner I.H. Robertson, is the responsible person to ensure that all strategic and operational functions are executed within the limits of the allocated Vote.

The DFSC executed its mandate during the reporting period within the allocated budget and in accordance with the provisions of the PFMA. This was affirmed by the strategic activities and functions that were undertaken during the period under review, for example, consultation with a variety of strategic stakeholders within and outside the DOD; several Plenary Meetings held and recommendations made on specific issues impacting on conditions of service. These activities took place in order to add value to the mission statement of the DFSC *“To provide quality advice to the Minister of Defence in pursuit of a better life for soldiers”*.

2. PROGRAMME EXPENDITURE

The Department of Defence (DOD) requested all Services, Divisions and Organs of State, to adhere to an instruction from National Treasury (NT) dated 22 May 2020, to reprioritise the DOD Adjustment Budget 2021. The DFSC adhered to this request and surrendered Rm2.7 from its Operational Budget to enable the DOD to address some of its budgetary challenges.

The total expenditure against the current allocation for the DFSC, subsequent to the surrendering of Rm2.7 in February 2022, for the DFSC was 63, 72%.

The expenditure against current allocation of the Human Resource (HR) Budget was 86,67%. Following the surrendering of Rm2.7 during October 2021 and January 2022, the DFSC was able to spent 45,57% of its Operational Budget.

An amount of R15 198 364 was allocated to the DFSC for the 2021 MTEF. The DOD requested all Services, Divisions and Organs of State, to adhere to an instruction from National Treasury dated 22 May 2020, to reprioritise the DOD Adjustment Budget 2020.

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The DFSC adhered to this request and surrendered Rm2.7 from its Operational Budget to assist the DOD to address some of its budgetary challenges.

The percentages utilised as indicated in the tables are reflecting the expenditure of the DFSC against its reprioritized budget (current allocation). DFSC surrendered 48,97% (Rm2.7) of its Operational Budget during the fourth financial quarter of the reporting period. This accounts for 17,76% of its total allocated budget. The Commission was unable to execute its planned strategic and operational activities due to lack of support and cooperation from the DOD and the SANDF. This was necessary due to various strategic and operational factors, including the adverse effect of the COVID-19 lockdown regulations. The latter affected the effective and efficient utilisation of the allocated budget according to the envisaged strategic activities such as consultative visits to various Military Bases and Units, internal border control areas within Operation CORONA and the attendance of military parades and events.

Table 14: Actual expenditure against the current allocation during FY2020/21

Item	Vote	Current Allocation	Financial Authority Amount	Paid	Available	Utilised
a	b	c	d	e	f	g
Item 10 Cost of Employee	9 684 393	9 684 393	N/A	8 392 611	1 291 782	86,67%
Item 15 Administrative	2 796 879	1 241 185	1 002 667	947 225	293 960	76,32%
Item 20 Inventory	186 861	120 070	60 767	76 810	108 051	63,97%
Item 25 Minor Assets	28 488	28 189	9 412	2 512	25 677	8,91%
Item 35 Services	1 917 490	511 886	421 682	229 350	282 536	44,80%
Item 40 Transfer Payments	24 253	24 253	N/A	0	24 253	0%
Item 60 Capital	560 000	887 991	873 855	26 516	861 475	2,99%
Total	15 198 364	12 497 967	2 368 383	9 675 024	2 368 383	77,41%

After the surrendering of funds (Rm2.7) from its revised Operational budget, the DFSC could spent 77.41% of its total budget, 45,57% of the Operational Budget and 86,67% of the HR Budget.

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The delayed issuing and receiving of invoices from contracted service providers, such as AB Logistics, lead to the inability of processing invoices to an amount of R215 892.28 before the closure of the Financial System on 11 March 2022.

The amount of R56 722 was reallocated to remunerate 91 Person Hours worked by one ResF member during his continuous call up and utilisation from 01 April 2021 to 30 June 2021. This was done through and approved *Change of Plan*, from three vacant and funded PSAP posts under Item 10 of the HR Budget, as indicated below. The call-up of the ResF member was terminated after the appointment of the member to a permanent PSAP post of a Driver at the DFSC with effect from 1 July 2021.

- ✚ A Level 9 post (Researcher) to the budgeted amount of R523 675.
- ✚ A Level 4 post (Driver) to the budgeted amount of R202 018, and
- ✚ A Level 5 post (Procurement Clerk) to the budgeted amount of R241 544.

The surrendering of Rm2.7 during the period under review was necessary to assist the DOD to address some of its budgetary challenges.

The planned strategic and operational activities, including the consultative follow-up visits to various Military Bases and Units, as well as the follow-up visits to the internal border control areas within Operation CORONA could not take place, because authority was not granted to the Commission. Envisaged historical events to which the Commissioners were invited, such as military parades, the Reserve Force Indaba, the attendance of the Defence Budget Vote by the Minister, and other strategic events and activities could not take place.

The DFSC is located at SAMHS HQ situated at Kasteel Park, Erasmuskloof, Pretoria. It occupies the office space at no costs with the compliments of the SG of the SANDF. The Commission did not incur any expenditure on renovation and maintenance within its office environments as the PIC indicated that the renovation and maintenance project for all the buildings in Kasteel Park is its responsibility as the landlord. Furthermore, the DFSC is still being provided with office space by the Chief of the SA Navy in SAS Wingfield Military Base (Cape Town) and is been maintained by SAS Wingfield Naval Unit.

3. VIREMENTS AND ROLL OVERS

The DFSC can report that it did not incur any virements and or roll overs for the period under review.

4. UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

The DFSC can report that no unauthorised, irregular, fruitless and or wasteful expenditure took place during FY2021/22.

5. ASSET MANAGEMENT

The main Asset Register for the DFSC is managed by the Logistics Section at the DOD HQ Unit. All acquired assets are captured at the Defence HQ Unit on the DFSC Asset Register before it is distributed to the offices of the DFSC. Quarterly and annual stock verification according to DOD time schedules, processes and procedures is conducted to ensure that all assets are accounted for. The DFSC can report no findings or discrepancies on its Asset Management Register for the period under review. The DFSC is currently awaiting the Stock Certificate for FY2021/22.

The DFSC does not own any public, capital or infrastructure assets exceeding the amount of R500 000 per item.

The Commission act in accordance with DOD Policies, Guidelines and Instructions regarding Life Cycle Management for the renewal of assets and reporting of damages and losses due to theft, incidents and or accidents.

All software is installed and maintained by the CMIS Division within in DOD.

6. GIFTS AND DONATIONS RECEIVED IN KIND FROM NON-RELATED PARTIES

The DFSC can report that no gifts were received that require recording and inclusion in the DFSC Gift Register for the reporting period.

7. EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY

The Commission did not receive any exemptions and deviations, but complied with the Cost Containment measures as promulgated by the National Treasury.

8. EVENTS AFTER THE REPORTING DATE

No events, favourable and unfavourable, occurred subsequent to 31 March 2022 that had a financial effect on the DFSC.



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9. APPROVAL AND SIGN OFF

CONFIRMATION OF CORRECTNESS OF FINANCIAL REPORT REFLECTED IN THE ANNUAL ACTIVITY REPORT FY2021/22

To the best of our knowledge and belief, it is confirmed”:

All information and amounts disclosed in the Annual Activity Report FY2021/22 is consistent with the annual financial statements.

Yours faithfully

Confirmation by the Budget Manager within the Chief Finance Office



(H. JORDAAN)

Defence Force Service Commission: Senior State Accountant
31 May 2022

Confirmation by the Budget Holder



(I.H. ROBERTSON)

Defence Force Service Commission: Budget Holder
31 May 2022

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PART F

ACKNOWLEDGEMENTS AND APPRECIATIONS

The Commission expresses its appreciation for the support demonstrated by the former Honourable MOD&MV, Ms Mapisa-Nqakula; the Deputy Minister of Defence, posthumously the former Sec Def, Dr S Gulube; the current CSANDF, Gen R. Maphanywa; Chiefs of Arms of Service and Divisions, the Reserve Force Division; the Reserve Force Council and the Military Ombud.

Appreciation is also expressed to Mr T.E Motumi, Special advisor to MOD&MV; and the staff members in the MOD&MV's office, and the all the staff members in the MOD&MV's office, for their continuous support to the DFSC. This is for both offices of the former MOD&MV and the current.

The DFSC would like to thank the Defence Reserves for availing personnel to the DFSC Secretariat in order to provide additional capacity during the reporting period.

It is worth noting the support and assistance that the Commissioners and Secretariat continue to receive from various members in the Office of the MOD&MV; the Office of the Sec Def; the Office of the CSANDF; the Office of the Chief Finance Officer (CFO) and the Office of the CHR.

The DFSC acknowledge and appreciate the continued relationship between the DFSC and the Human Resources Division. The privilege bestowed to the Commission to attend Human Resource Command Council (HRCC) meetings provides the DFSC with an opportunity to be abreast of strategic Human Resource issues in the Department of Defence. Our gratitude is further extended to the CHR, Vice Admiral E. Kubu in endorsing this vital strategic relationship.

The DFSC would like to confer its sincere appreciation to the former Surgeon General (SG) of the SANDF, Lt Gen Z. Dabula and the current SG, Lt Gen P. Maphaha for accommodating the DFSC within the SAMHS Head Quarter facilities. The investment that the former and current Surgeon Generals made in the DFSC with this type of support over the past couple of years has been invaluable.

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In the same breath, the DFSC extent its appreciation to the former Officer Commanding (OC) of the SAMHS Head Quarters Unit, Colonel D. McNally; the current OC, Col N. Maswanganyi and his team for their continuous assistance and support, in attending to our administrative and logistical requirements when in need.

The DFSC further appreciates the contributions by Mr H. Jordaan and Mr T. Verwey from the office of the Chief Finance Officer, who serves as Budget Managers for the DFSC during FY2021/22.

The continuous support and assistance provided to the DFSC by the former OC of the Defence Head Quarters, Captain (SAN), J.T. Magonono; the current OC, Col B.J. Mabaso and his team, in the processing our logistical and procurement requests is acknowledged and appreciated.

Appreciation is further expressed to the acting Chief Audit Executive, Ms F. Mabilane and her staff, for their guidance and assistance to the DFSC regarding the audit process they conducted during the reporting period.

The support and assistance from the Parliamentary Legal Advisor, Adv S Njikela in guiding the Commission in its contemplation to review the Act is acknowledged and appreciated.

The Commission acknowledges and appreciate the support and guidance received from the Portfolio Committee on Defence and Military Veterans as well as Joint Standing Committee on Defence. Your oversight role plays an important part in reminding the Commission of their mandate and their obligation to spend tax payer's money in a responsible manner.

Finally, the cooperative spirit, professionalism, expertise, guidance and support from the Commissioners and throughout support from the Secretariat, enabled the DFSC to comply largely with its legislated mandate.

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ANNEXURE 1

THE PROFILES OF THE COMMISSIONERS



MR I.H. ROBERTSON: CHAIRPERSON

Mr Ian Robertson, born in December 1952, grew up in Johannesburg at the height of National Party Apartheid rule. Mr Robertson joined the ANC underground in the early 1970's to fight for the country's liberation. Hounded by the apartheid state, he had to leave the country weeks before completing his BA at Wits and lived in exile for more than nine years. While in exile he continued serving the liberation movement in a variety of roles. His work took him to many countries around the world where he learn about different systems of governance, He joined Umkhonto We Sizwe in 1985 and underwent various military and intelligence training courses both in Angola and the Soviet Union. Mr Robertson was part of an MK unit that entered the country in 1987. Eventually he was arrested by the Apartheid police and sentenced to a twenty year jail term for his involvement in the liberation struggle.

Mr Robertson was granted amnesty as a result of the negotiation process between the ANC and the National Party Government in 1991. Upon his release he immediately joined a Military Research Organisation called the *Military Research Group* which was established to close the gap between the old South African Defence Force and the non-statutory forces whilst working full time for the ANC. He completed courses at the Wits School for Public and Development Management in Security Management, as well as a three month course in International Diplomacy under the Dutch Foreign Ministry at the Klingendael Institute in The Hague.

After the 1994 elections Mr Roberson was nominated to serve on the Strategic Management Team assisting in establishing civilian oversight of the South African Police Services. He worked for the Gauteng Department of Community Safety since 1996 until his retirement in March 2017. As a Director in the Department, he has worked in different capacities including Head of Policy and later as Head of Inter-Governmental Relations. In 2013, whilst being a public servant, he was inaugurated as a Commissioner in the first permanent Defence Force Service Commission.

Havin g served a full term on the Defence Force Service Commission during its formative stages, Mr Robertson holds a wealth of knowledge, experience and wisdom of work in this.

He was appointed as the Acting Chairperson in January 2019 and then was confirmed as the Chairperson in January 2020.



MS S. HLAPOLOSA: DEPUTY CHAIRPERSON

Commissioner Hlapolosa holds a Bachelor's Degree in Journalism & Media Studies (Rhodes University), a Post-graduate Diploma in Human Resources (Wits Business School), Primary Teachers Certificate (Soweto Teachers College of Education), and completed an Executive Development Programme (Harvard Business School, Wits). Commissioner Hlapolosa has the following memberships (past and current): HR and Remuneration Committee (Gautrain Management Agency) NUM Properties (Board Member) Unemployment Insurance Fund, Food and Beverage Seta (Remuneration Committee of Council (Board), Black Consultative Forum (Founding and Executive Member) Black Management Forum (Member).

She worked in Mohope Human Capital (Managing Director), Eskom Holdings Limited (Public Affairs), Eskom Enterprises (Executive Special Projects, Executive Globalisation), Department of Foreign Affairs (Deputy Director General: Corporate Services-Secondment), Eskom (Manager: Corporate Organisational Development, Manager Corporate Affirmative Action, Manager Corporate Accelerated Development and HR Officer).

Ms Hlapolosa developed Eskom's first policy and Strategy on Employment Equity that placed Eskom third in the top ten companies on the Breakwater Monitor Survey in 1996 and further represented Eskom in the development of what became the current South African Equity Act. She ensured Eskom participation in Binominal Commissions in enhancing sound business and diplomatic relations in SADC and different regions in Africa. From 01 May 2015, she was inaugurated as the Commissioner in the first permanent Defence Force Service Commission.

In addition, Commissioner Hlapolosa was appointed in a special advisory role for the Minister of Small Business Development since 2018 until 14 June 2019 when she was repositioned to the Ministry of Social Development.



DR PASCAL SIPHELELE ZULU: COMMISSIONER

Dr Pascal Siphelele Zulu is appointed on 01 January 2019 as a part-time Commissioner within the Defence Force Service Commission. He has gained varied and extensive experience over the past sixteen years, ten of which have been in key and strategic roles.

He is currently employed at the University of KwaZulu-Natal (UKZN) as the Executive Director: Human Resources. His previous working experience includes amongst others being the Executive Director: Human Resources at the University of South Africa (UNISA), Senior Director: Human Resources and Development at Mangosuthu University of

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Technology, Director: Human Resources at The Human Rights Commission (HRC).

He is also the Chairperson of the Audit and Performance Audit Committee at Ubuhlebezwe Municipality; the former Chairperson of Council at Coastal FET College for five years (Ministerial appointee); a Non-Executive Director: Human Resources Development for the Gauteng Legislature; a former Member of the Human Resources and Remuneration Committee at Unisa: School of Business Leadership (SBL); a Former Non-Executive Director for African Men for Sexual Health and Rights (AMShEr) for two years; the Chairperson of Clementine Zulu Foundation and a member of Council for Elangeni FET College (Ministerial appointee) since 2019. He is very passionate about governance and risk matters and has published papers on these topics in accredited journals.

Having completed five degrees, with his latest being a PhD in Human Resources Management, Dr Zulu is currently completing an LLM degree with specialization in Labour Law. His commitment to education and empowerment is the motivation behind the establishment of the Clementine Zulu Foundation which creates education opportunities for disadvantaged learners in KwaMashu, his hometown.



DR (ADV) LINDA MBANA: COMMISSIONER

Dr (Adv) Linda Mbana was born and bred in Eastern Cape in a small town called Dutywa at Colosa Location. She was born on 24 October 1974. Advocate Mbana was appointed as a part-time Commissioner on 1 January 2020.

Dr Mbana is currently employed Cross Boarder Roads Transport Agency (CBRTA) as an Executive Manager responsible for Regulatory Services which is a core function of CBRTA.

Her work experience includes the following amongst others, Private Security Regulatory Authority (PSiRA) as the Deputy Chief Executive Officer responsible for Law Enforcement, Major General at South African Police Service (SAPS) responsible for Legal Services in the Northern Cape Province, Major General at SAPS responsible for the Directorate for Priority Crime Investigation in the North West Province, Legal Advisor as well as a Labour Specialist in different Government Departments in different provinces. Doctor Mbana's first profession was at the Department of Justice as a researcher at the Land Claims Court.

She is an Admitted Attorney, she did her articles at Sohn Gordon Martin Branford attorneys in Cape Town. In 2006, she received a Certificate of Admission as an Advocate in the Witwatersrand Local Division.

Commissioner Mbana possesses four (4) degrees, three of which are legal degrees. She holds a **PHD** in Policing from the Tshwane University of Technology, **LLM** degree in Labour Law from the University of Free State, **LLB** from the University of Fort Hare as well as the **B.Juris** from the University of Fort Hare. Having concluded four Degrees, Doctor, Advocate Mbana is currently carrying out a Labour Dispute Resolution Practice postgraduate course from the University of Witwatersrand.



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Her area of expertise is vast, from strategic compatibility & leadership, Investigation, report writing & presentation, Programme & project management, Research skills, Problem solving and analytical skills, Compliance with the regulatory environment & remedial strategies as well as Litigation & advisory support.

Dr. Adv Mbana was a Board Member of Polmed Medical Aid from 2015 to 2017. As a Trustee at Polmed, the Advocate was serving at the Investment Committee. In 2017, she was appointed as a Chairperson of Polmed Medical Aid until she resigned from SAPS in July 2018. Commissioner Mbana is a member of the Institute of Directors in the Southern Africa. The Doctor is a Audit and Risk Committee member at the National Consumer Commission. Doctor, Advocate Mbana has been recently appointed as a part-time Ombudsman in the University of South Africa. The Doctor is a decorated achiever with the following achievements: -

- Sandton Law School Conveyancing Course;
- 1 February to 10 April 2000 she participation in an extended field of short courses:(Prosecutors' Training Courses at the Justice College in Pretoria from May to June 2000);
- Being A Director Part One from The Institute Of Directors in South Africa;
- Being A Director Part Two from The Institute Of Directors in South Africa ;
- Mastering Board leadership from The Institute Of Directors in South Africa;
- Governance of Ethics Training from The Ethics Institute.

Having had extensive training as well as experience in providing legal services, and Law Enforcement, she can possess the required competencies to deliver quality service in any position on merit.



MR J.M. JONGILE: COMMISSIONER

Mr Joseph Maselele Jongile is a former member of the MK trained in Angola, arrested inside the country in 1984 in Mthatha, convicted in 1986 for so called terrorism. In 1991 Mr Jongile was appointed as the Head of Security in the Transkei for the ANC.

In 1995, Mr Jongile was appointed as the Head of Provincial Protection Service till 2001.

From 2002 till 2014 Mr Jongile was appointed in the rank of Brigadier as the Head of Public Order Police in the Eastern Cape and was also responsible for Border Safeguarding and Major Operations.

Brigadier (ret) Jongile was awarded medals for Clean Service and Obtaining Freedom as well as a 20 year Good Service Medal.

Brigadier (ret) Jongile obtained the Presidential Strategic Leadership Development Programme accredited to Honours Level 7 by the University of North West, School of Social and Government Studies, and an Executive Project Management Certificate.

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In 2015, Commissioner Jongile was inaugurated in the permanent Defence Force Service Commission. He was further appointed for the second term as a Commissioner in 2020. He passed-on on 14 May 2021.



ADVOCATE N.G. KHUMALO: COMMISSIONER

Advocate Nokuzola Gloria Khumalo is a practising Advocate of the High Court of South Africa and a member of The Johannesburg Bar. She has LLB degree with Attorney Board Qualification, Post Graduate Diploma in Industrial Relations Management, National Diploma in Human Resource Management; Bcom. Honours Degree in Human Resources Management and LLM in Advance Labour Law.

Advocate Khumalo joined the Defence Force Service Commission as a Commissioner in January 2019. She has specialised in Labour Law. She is a member of the Black Lawyers Association (BLA) and South African Women in Legal Association (SAWLA). In 2017/18 she was serving as a committee member for South African Board for People Practices (SABPP) overseeing the Human Resource curriculum in the Kwa-Zulu Natal Province.

Advocate Khumalo has more than fifteen years of experience at a strategic level, as a Senior Human Resources Manager at AME Africa Healthcare (Pty) Ltd, which operates Healthcare Information Technology Solutions at Inkosi Abert Luthuli Central Hospital. In this role she was overseeing the management of Employee Benefits, merging of funds and providing recommendations for the distribution of funds. She developed policies and procedures, contracts of employment. She also worked at Msinsi Holdings (Pty) Ltd (a subsidiary of Umgeni Water) for six years where she was in charge of the Human Resources Division. Amongst other activities, she was a chairperson of the Remuneration Committee, Employment Equity Committee and Provident fund Committee.

Advocate Khumalo has broad strategic and governance experience in matters of law and Human Resources, supported by a strong legal background.

Advocate Khumalo was a Non-Executive Director MICT SETA overseeing governance and controls of the SETA as an Accounting Authority until March 2018. During this term, Advocate Khumalo also served as a member of the Audit and Risk Committee.

She was a member of the Board of Trustees for the Pension/ Provident fund at Umgeni Water Limited, she has extensive experience in Employee Benefits; moving and merging of funds in compliance with section 14 of the Financial Services Board (FSB) Act. During this time, she participated in the decision making process concerning the distribution of funds and trusts for dependants.



MS SALOME VELMA MABILANE: COMMISSIONER

Ms Mabilane was appointed on 01 January 2020 as a part-time Commissioner within the Defence Force Service Commission. She was born on 18 February 1978 at Kanyamazane Township in the Mpumalanga Province. As a certified Professional Accountant (SA) she is registered with South African Institute of Professional Accountants and has vast experience in both local and provincial Government for the past 20 years. She remains a young dynamic professional black woman who is diligent, goal oriented and who takes pride in the quality of work she produces.

She is the founder and managing director of SVM Consulting services from 01 May 2017 to date. She was the former member of the Audit & Performance Audit Committee of Sekhukhune District Municipality & Its Development Agency for 3 years from April 2014 to March 2017 and a member of the Interim Audit & Performance Audit Committee of the Greater Tubatse Local Municipality from April 2014 to December 2014.

She was a member of the Audit & Risk Committee of Ehlanzeni TVET College from 01 October 2016 to 07 October 2019 and subsequently appointed as a Council member for the next 5 years from 08 October 2019 (Ministerial appointee). She is a member of the Audit & Risk Committee of Nkangala TVET College from 01 November 2016 and currently on extension.

She was appointed by the Minister of Sport, Arts & Culture as a Council member of the National Heritage Council, Luthuli Museum and Msunduzi & Ncome Museum from 01 December 2017 to 30 November 2020. She is appointed as a member of the Audit & Performance Committee of Ehlanzeni District Municipality jointly with Thaba Chweu Local Municipality from 01 August 2019 for 3 years.

Ms Mabilane is a member of The Institute of Directors in Southern Africa (IoDSA), the Chartered Institute of Government Finance & Risk Officers (CIGFARO), Association of Accounting Technicians (SA) and Association for the Advancement of Black Accountants of Southern Africa (ABASA – Mpumalanga).

Ms Mabilane has been recently appointed as the Treasury General in Mpumalanga for the TVET CGC Provincial Working Committee from October 2020. She serves as a member of the SAICA Accounting Technician (SA) committee from October 2020.



DR Z. ESSOP: COMMISSIONER

Dr Ziyaad Essop, a medical doctor, has served in the South African Military Health Services at 2 Military Hospital, Cape Town, for 11 years, until 30 June 2018. He recently completed a Master of Business Administration (MBA) at the University of Stellenbosch.

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Dr Essop is currently employed by the Mediclinic Hospital Group as the Corporate Health Manager for Southern Africa. He holds also the position of Chairperson of the Board for Aquarius Healthcare, a non-profit organisation based delivering intermediate healthcare services to the public. Dr Essop is able to support strategic aims and is well versed in the healthcare legal compliance in South Africa as well as on the International domain.

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ANNEXURE 2

ADDITIONAL ACTIVITIES AND ENGAGEMENTS DURING FY2021/22

The undermentioned tables illustrates 47 additional activities and engagements of the DFSC with internal and external DOD Strategic Stakeholders in pursuit of validated information that served as a feeder to the reports on findings and recommendations submitted to the EA.

DFSC Plenary Meetings; Special Plenary Meetings and DFSC Committee meetings (18)

DATE	ACTIVITY
a	b
29 June; 2&3 July; 27 Aug; 29&30 Sept; 29&30 Oct; 26 Nov; 17 Dec 2021. 28 Jan; 25 Feb; 25 Mar 2022	DFSC held Plenary meetings virtually and on hybrid platforms to discuss strategic and operational matters.
28&30 July 2021	The DFSC Monitoring and Evaluation (M&E) Committee met to prepare for the appearance before the JSCD on 8 September 2021. The meetings was also scheduled to debate on the Performance Model for the Commission as required in the DFSC Regulations as well as to plan the activities that will ensure the achievement of two strategic objectives i.e. to pursue measures that will encourage the SANDF to improve their standards in the implementation of policies, and, to monitor the progress on recommendations tabled to the Minister by the DFSC.
11 August 2021	The DFSC Remuneration Committee (REMCO) had a meeting regarding the COLA recommendation to the MODMV.
25 August 2021	The DFSC M&E Committee met to consolidate the presentation for the briefing to the Minister of Defence and Military Veterans.

Engagements with the Internal DOD and External Strategic Stakeholders (30)

DATE	ACTIVITY
a	b
06 & 20 April 2021; 04 & 19 May 2021; 01 & 15 June 2021; 21 July; 10 & 24 Aug; 07, 14 & 21 Sept 2021; 06 & 16 Oct; 02, 16 & 30 Nov;	The Head of Secretariat attended the weekly Human Resource Command Council meetings at the Army College, Pretoria, as a mechanism to expose the DFSC to developments in related HR matters that impact on the conditions of service of SANDF members.
08 March 2022	The DFSC met and briefed the SAHMS Command Council on the findings and recommendations made on SAMHS related matters and to strengthen a strategic working relationship.
23 April 2021	The DFSC Chairperson met with Sec Def. During this meet and greet engagement the Chairperson highlighted the need for Sec Def to meet with the full complement of Commissioners, in order to discuss the challenges and way forward on matters such as the implementation of the recommendations made by the DFSC.

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DATE	ACTIVITY
a	b
21 May 2021	Three Commissioners attended the memorial service of the late Commissioner Jongile in East London in the Eastern Cape.
22 May 2021	Three Commissioners attended the funeral service of the late Commissioner Jongile in East London in the Eastern Cape.
28 May 2021	A delegation of the DFSC attended the Change of Command Parade between the outgoing and incoming CSANDF and the Chairperson of the DFSC attended the subsequent Farewell Gala Dinner.
11 June 2021	The Chairperson of the DFSC attended the farewell function of the CSANDF and previous Sec Def hosted by the MOD&MV.
30 August 2021	The signing of the revised MOU between the DFSC and RFC.
08 Sept 2021	DFSC met with Sec Def with regard to the Commission's mandate and related challenges in the implementation of the recommendations.
22 September 2021	DFSC meeting with C SANDF with regard to the Commission's mandate and related challenges in the implementation of the recommendations. The meeting further discussed future engagements between the Commission and the C SANDF together with his Military Command Council (MCC). C SANDF was accompanied by Chief of Staff of the SANDF, Lt Gen Yam and Chief of Human Resources, Vice Adm Kubu.
10 Nov 2021	DFSC met with the MOD&MV regarding the mandate of the DFSC and the status on the implementation of the recommendations.
1 Dec 2021	DFSC met with CHR regarding DFSC recommendations made to MOD&MV
08 Oct 2021	DFSC met with the Internal Audit Division to discuss the audit process in the DOD.
10 March 2022	DFSC met with the DOD Internal Audit Division to discuss the DFSC audit report and approved the findings and the recommendations from the report.

ANNEXURE 3

DEFINITION OF CONDITIONS OF SERVICE AS CONTAINED IN SECTION 1 OF THE DEFENCE ACT, ACT 42 OF 2002, AS AMENDED

‘Conditions of Service’ (but is not restricted to) includes conditions relating to-

- a. Recruitment procedures and advertising and selection criteria;
- b. Appointment and appointment processes;
- c. Job classification and grading;
- d. Salaries, allowances and service benefits;
- e. Job assignments;
- f. Working environment and facilities;
- g. Education, training and development;
- h. Performance evaluation systems;
- i. Promotion;
- j. Transfers;
- k. Demotion;
- l. Disciplinary measures other than dismissals;
- m. Grievance and grievance procedures;
- n. Dismissal;
- o. Scarce skills;
- p. Pay progression;
- q. Deployment benefits;
- r. Tools of trade;
- s. Accommodation; and
- t. Any other matters pertaining to conditions of service.

ANNEXURE 4

CODE OF CONDUCT FOR PUBLIC SERVICE ACT PERSONNEL IN THE DEFENCE FORCE SERVICE COMMISSION

1. **RELATIONSHIP WITH THE LEGISLATURE AND THE EXECUTIVE**

An employee –

- 1.1 Is faithful to the Republic and honours the Constitution and abides thereby in the execution of his or her daily tasks;
- 1.2 Puts the public interest first in the execution of his or her duties;
- 1.3 Loyally executes the policies of the Government of the day in the performance of his or her official duties as contained in all statutory and other prescripts;
- 1.4 Strives to be familiar with and abides by all statutory and respective instructions applicable to his or her conduct and duties; and
- 1.5 Co-operate with public institutions established under legislation and the Constitution in promoting the public interest.

2. **RELATIONSHIP WITH THE PUBLIC**

An employee –

- 2.1 Promotes the unity and wellbeing of the South African nation in performing his or her official duties;
- 2.2 Will serve the public in an unbiased and impartial manner in order to create confidence in the Public Service;
- 2.3 Is polite, helpful and reasonably accessible in his or her dealings with the public, at all times treating members of the public as customers who are entitled to receive high standards of service;
- 2.4 Has regard for the circumstances and concerns of the public in performing his or her official duties and in the making of decisions affecting them;
- 2.5 Is committed through timely service to the development and uplifting all South Africans;
- 2.6 Does not unfairly discriminate against any member of the public on account of race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion, political persuasion, conscience, belief, culture or language;

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- 2.7 Does not abuse his or her position in the Public Service to promote, or prejudice the interest of any political party or interest group;
- 2.8 Respects and protects the dignity of every person and his or her rights as contained in the Constitution; and
- 2.9 Recognise the right of the public to access information, excluding information that is specifically protected by law.

RELATIONSHIPS AMONG EMPLOYEES

An employee –

- 1.1 Co-operates fully with other employees to advance the public interest;
- 1.2 Executes all reasonable instructions by members officially assigned to give them, provided these are not contrary to the provisions of the Constitution and or any other law,
- 1.3 Refrains from favouring relatives and friends in work-related activities and never abuses his or her authority to influences another employee,
- 1.4 Uses the appropriate channels to air his or her grievances or to direct representations;
- 1.5 Is committed to the optimal development, motivation and utilisation of his or her staff and the promotion of sound labour and interpersonal relations;
- 1.6 Deals fairly, professionally and equitably with other employees, irrespective of race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion. political persuasion, conscience, belief, culture or language; and
- 1.7 Refrains from party political activities in the workplace.

2. PERFORMANCE OF DUTIES

An employee –

- 2.1 strives to achieve the objectives of his or her institution cost-effectively an in the public's interest;
- 2.2 is creative in thought and in the execution of his or her duties, seeks innovative ways to solve problems and enhances effectiveness and efficiency within the context of the law;

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- 2.3 is punctual in the execution of his or her duties;
- 2.4 executes his or her duties in a professional and competent manner;
- 2.5 does not engage in any transaction or action that is in conflict with or infringes on the execution of his or her official duties;
- 2.6 will rescues himself or herself from any official action or decision-making process which may result in improper personal gain, and this should be properly declared by the employee;
- 2.7 accepts the responsibility to avail himself or herself of ongoing training and self-development throughout his or her career;
- 2.8 is honest and accountable in dealing with public funds and uses the Public Service's property and other resources effectively, efficiently , and only for authorized official purposes;
- 2.9 promotes sound, efficient, effective, transparent and accountable administration;
- 2.10 in the course of his or her official duties, shall report to the appropriate authorities, fraud, corruption, nepotism, maladministration and any other act which constitutes an offence, or which is prejudicial to the public interest;
- 2.11 gives honest and impartial advice, based on all available relevant information, to higher authority when asked for assistance of this kind; and
- 2.12 Honour the confidentiality of matters, documents and discussions, classified or implied as being confidential ore secret.

3. **PERSONAL CONDUCT AND PRIVATE INTERESTS**

An employee –

- 3.1 During official duties, dresses and behaves in a manner that enhances the reputation of the Public Service;
- 3.2 Acts responsibly as far as the use of alcoholic beverages or any other substance with an intoxicating effect is concerned;
- 3.3 Does not use his or her official position to obtain private gifts or benefits for himself or herself during the performance of his or her official duties nor does he or she accept any gifts or benefits when offered as these may be construed as bribes;

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- 3.4 Does not use or disclose any official information for personal gain or the gain of others; and
- 3.5 Does not, without approval, undertake remunerative work outside his or her official duties or use office equipment for such work.



"In Support of SANDF Soldiers"

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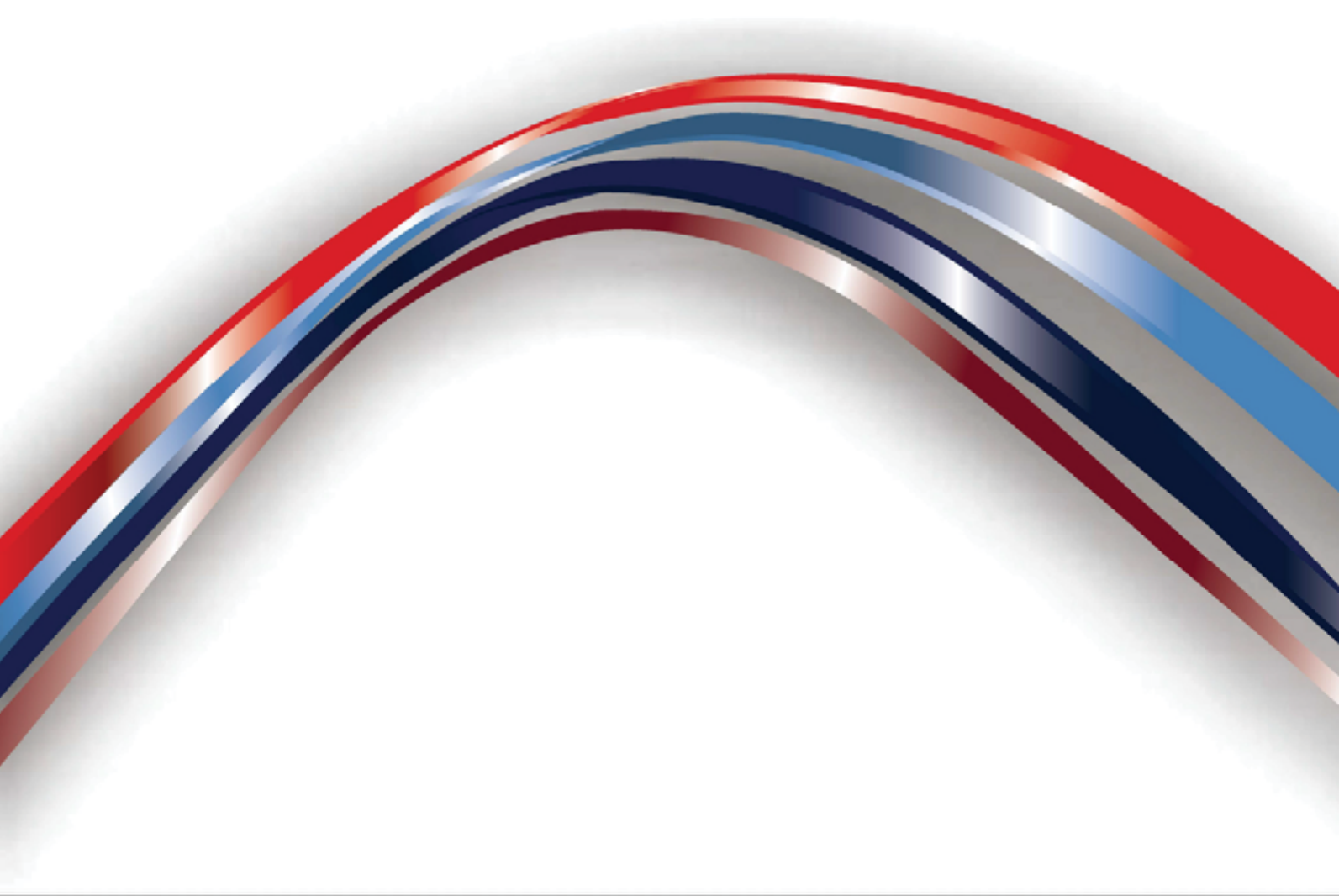
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DEFENCE FORCE SERVICE COMMISSION



ANNUAL ACTIVITY REPORT FY2021/22



RP360/2021

ISBN: 978-0-621-49108-1

Title of Publications: Defence Force Service Commission

Annual Activity Report 2021/2022