



ANNIVERSARY

10th
Annual Activity Report
FY2022/23



defence force service commission

Department: Defence
REPUBLIC OF SOUTH AFRICA

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DEFENCE FORCE SERVICE COMMISSION



ANNUAL ACTIVITY REPORT FY2022/23



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**



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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
HEAD OFFICE - PRETORIA POSTAL ADDRESS:	Private Bag X52 Pretoria 0001
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DFSC WINGFIELD OFFICE TELEPHONE NUMBER:	021 590 2647
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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

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1. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE DEFENCE FORCE SERVICE COMMISSION ANNUAL ACTIVITY REPORT FY2022/23

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 FY2022/23 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 FY2022/23 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: 96061260CA, 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 2023



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2. 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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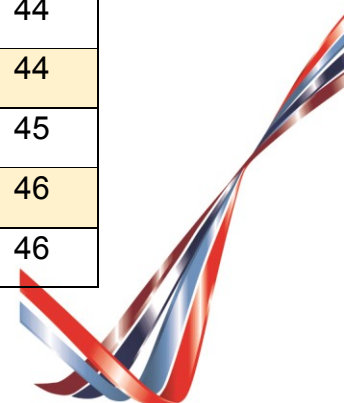
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3. FOREWORD BY THE EXECUTIVE AUTHORITY, THE HONOURABLE MINISTER OF DEFENCE AND MILITARY VETERANS, MINISTER T. R. MODISE, MP



This is the Annual Report of the Defence Force Service Commission (DFSC) that is mandated, amongst others, to make recommendations regarding improvement of conditions of service for members of the South African National Defence Force (SANDF) members. In its pursuit of the mandate, the DFSC made the following recommendations in this reporting period:

- Unemployment benefits for Reserve Force Members. The recommendation aimed to explore options that could be implemented to ensure that Reserve Force members received a monetary benefit whilst they are not on active call-up.
- Succession Planning in the South African National Defence Force. The recommendation is in line with the strategic direction outlined in the Defence Review indicating that the DOD/SANDF must design and implement a succession planning which will seek, amongst others, to ensure organisational continuity, fairness, and the development of potential candidates.
- The Commission also tabled a recommendation on the Cost of Living Adjustment for FY2023/24 for the members of the SANDF to the Office of the Minister. The DFSC is conscious of government's undertaking of containing public service wage bill. Furthermore, the commission is conscious of the DOD's plan targeted at containing the over expenditure on compensation of employees' budget.

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- Recommendation on issues related to procurement process and impact on health care practitioners within SAMHS.
- Amendment of the Defence Act, Act 42 of 2002. The recommendation proposes amendments to the Act in order to enhance the Commission's effectiveness and efficiency in the execution of its mandate and make visible impact in the improvement of service conditions of SANDF members.

I am cognisant that the implementation of these recommendations contribute and improve the morale of the South African National Defence Force (SANDF) members, because they are always ready to lay down their lives in defence of their country, its sovereignty and territorial integrity. It is however, dependent on either additional funding by National Treasury or the re-allocation of funds within the current budget.

It is commendable that the Commission remained resolute in its pursuit to execute its mandate, despite the budgetary challenges experienced in the Department. It will be the Commission's tenth year since its inauguration in October 2013, and will continue to engage in a robust reflection and review 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

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



I have to acknowledge that our work for the FY2022/23 has been impacted upon in various ways. For one, to continue with hybrid interaction certainly posed its fair share of challenges and frustrations under less-than-ideal circumstances, the various role players within the ambit of the Defence Force Service Commission has been trying to push our respective activities and fulfil our responsibilities.

Although the mandate of the DFSC does not provide specific performance indicators on strategic priorities of Government, the recommendations tabled to the MODMV are aimed at improving the conditions of service for all South African National Defence Force members including the Reserve Force members.

The Commission has observed that some Department of Defence members have not yet 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 to a healthier awareness of the DFSC and its endeavours.

Our strategic engagements and achievements in a changed environment continues to grow from strength to strength in persuasions of its mandate. This growth is demonstrated in a dependent understanding and internalization of its legislative mandate by the Commissioners and members of the Secretariat.

The DFSC used a combination of virtual platforms and physical meetings to ensure continues active engagement between the Commissioners and its strategic partners. The virtual platforms enabled the commission, to meet, discuss, plan, and approve strategic and operational issues.

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The DFSC engaged the Surgeon General and the Chief of Human Resources, on separate occasions, on challenges identified during follow-up visits to the three (3) Military Hospitals. The engagements discussed issues on staffing of nursing personnel, payment of overtime and procurement challenges among others.

On behalf of the Commission, I would like to pay tribute to all the men and women across the entire rank spectrum in all the Services and Divisions. It is clear from our limited interaction with some SANDF members for the year under review that our soldiers are committed to the Constitutional imperative that enjoins that SANDF to defend the sovereignty integrity of South Africa.

It is worth noting that the structure and post levels of the DFSC Secretariat needs to be reviewed to enable the Commission to attract and acquire personnel, specifically in the research environment as it is a core function with the required skills and competencies.

Although there are many strategic challenges that continue to face the DOD, especially with regards to lack of funding of the Defence Review 2015, the Commission is hopeful that the SANDF will soon be properly funded to assist in the arresting the decline. From our side, we are already looking 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 2023

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6. 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 outlined below, reflect the culture and the general work ethic within the DFSC as a unique entity.

- **Integrity** - the Commission has a responsibility to demonstrate the highest ethical standards, honesty, and respect in order to inspire confidence and trust.
- **Objectivity** - The Commission functions in a professional manner, portrays excellence, embraces accountability, and is committed to service delivery.
- **Impartiality** - the Commission functions with impartiality and embraces issues of diversity and transformation.
- **Transparency** - the Commission executes its functions in a fair, non-prejudicial, objective, and impartial manner.



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7. ORGANISATIONAL AND LEGISLATIVE MANDATES

CONSTITUTIONAL AND OTHER LEGISLATIVE MANDATES

Table 1: Constitutional and other Legislative Mandates

Legislative Mandate	Responsibilities placed on the DFSC
<p>Defence Amendment Act, 2010 (Act No. 22)</p>	<p>Section 62B: (1) The Commission must-</p> <p>(a) on an annual basis, make recommendations to the Minister on improvements of salaries and service benefits of members.</p> <p>(b) make recommendations to the Minister on policies in respect of conditions of service.</p> <p>(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.</p> <p>(d) for the purposes of making recommendations contemplated in paragraphs (a), (b) and (c) –</p> <ul style="list-style-type: none"> i. enquire into or conduct research on conditions of service; ii. review policies; iii. evaluate and monitor the implementation of such policies; iv. consult with the Secretary for Defence (Sec Def), the Chief of the South African National Defence Force (C SANDF), members of the Defence Force, Reserve Force Council and any other interested person or body on conditions of service and any other matter

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Legislative Mandate	Responsibilities placed on the DFSC
	<p>relating to the purview of its functions;</p> <p>v. consider any representation made to the Commission;</p> <p>vi. consult with NT;</p> <p>vii. confer with the Department responsible for public service and administration, the Public Service Commission and any other relevant stakeholder within the public service;</p> <p>viii. Consider, among others -</p> <p style="padding-left: 40px;">(aa) the rank structure of the Defence Force;</p> <p style="padding-left: 40px;">(bb) the affordability of different levels of remuneration of the Defence Force;</p> <p style="padding-left: 40px;">(cc) current principles and levels of remuneration in the public service generally; and</p> <p style="padding-left: 40px;">(dd) Inflationary increases.</p> <p>(e) The Commission must perform its functions impartially, without bias, fear or prejudice.</p> <p>Section 62H: (1) The Commission –</p> <p>(a) is accountable to the Minister; and</p> <p>(b) must within two months after the end of each financial year submit a report on its activities and findings to the Minister</p> <p>Section 62H: (4) The Commission must, by notice in the Gazette, annually publish its findings and recommendations in respect of its work.</p>

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Legislative Mandate	Responsibilities placed on the DFSC
Defence Force Service Commission Regulations	Section 6: Administrative Responsibilities of Commission Section 7: Administrative powers of Commission Section 8: Enquiry into conditions of service Section 9: Performance management system Section 10: Establishment of committees of Commission Section 16: Administrative rules of procedure Section 17: Manner of dealing with representations Section 18: Cooperation between Commission and other State Institutions Section 21: Recommendations by Commission

8. ORGANISATIONAL STRUCTURE

1. MACRO STRUCTURE

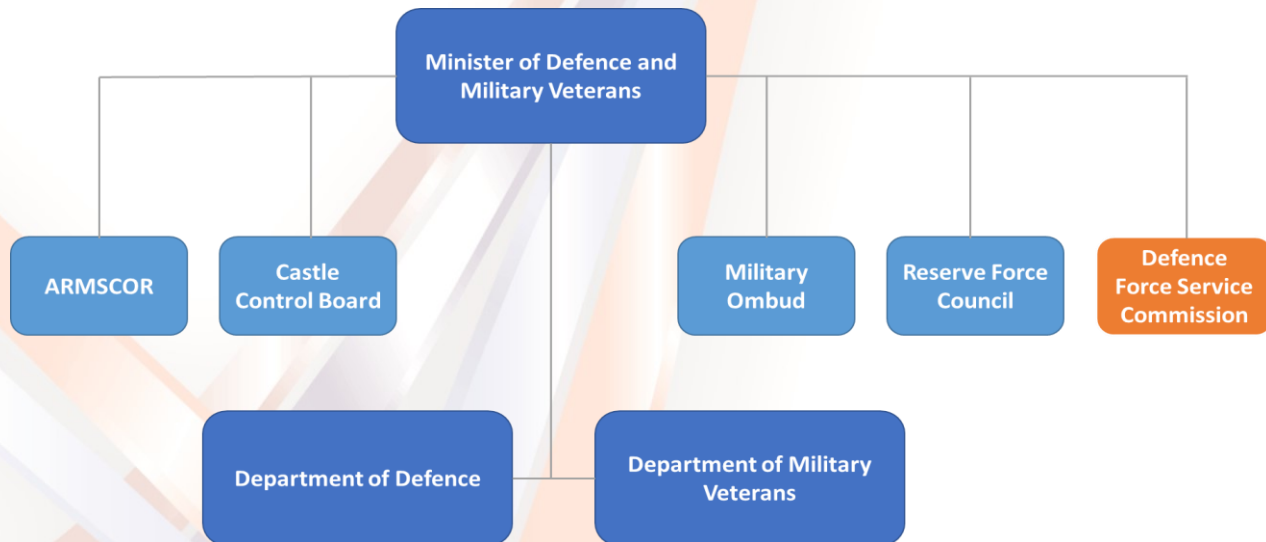


Figure 1: DFSC Macro Structure

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In terms of the macrostructure, the DFSC is classified as an organ of state which is described as any department of state or administration in the national, provincial, or local sphere of government; or any other functionary or institution that is:

- (i) exercising a power or performing a duty in terms of the Constitution or a provincial constitution; or
- (ii) exercising a public power or performing a public duty in terms of any legislation but does not include a court or a judicial officer.

2. COMMITTEES OF THE COMMISSION

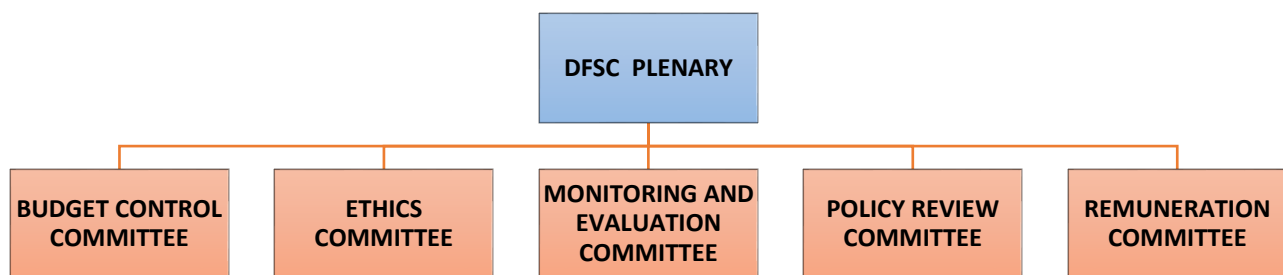


Figure 2: Committees of the Commission

2.1 DFSC PLENARY – The DFSC Plenary is the highest decision-making body within the Commission which is responsible for providing strategic direction and oversight on the work of the organisation.

2.2 BUDGET CONTROL COMMITTEE – Its primary role is to manage and control expenditure of the Commission’s Vote.

2.3 ETHICS COMMITTEE – It is responsible for ensuring that a high standard of professional ethics is promoted and maintained by the Commission in the execution of its duties.

2.4 MONITORING AND EVALUATION COMMITTEE – It provides monitoring of all critical areas of the Commission’s activities, and evaluation of these activities to determine the impact, quality, and effectiveness of the DFSC’s work.

2.5 POLICY REVIEW COMMITTEE – It is responsible for providing researched advice to the Commission on policies related to conditions of service of SANDF members.

2.6 REMUNERATION COMMITTEE – It is responsible for providing researched advice to the Commission on all remuneration and benefits related issues for SANDF members.

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3. COMMISSIONERS STRUCTURE

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 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”*.

3.1 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	Date Appointed
	a	b	c	d	e	f
1	Mr I.H. Robertson	Chairperson (Part time appointment)	X		White	Re-appointed for second term in January 2019.
2	Ms S. Hlapolosa	Deputy Chairperson (Part time appointment)		X	African	Re-appointed for second term in May 2020.
3	Dr Z. Essop	Commissioner (Part time appointment)	X		Asian	First term appointment in January 2019.
4	Adv N.G. Khumalo	Commissioner (Part time appointment)		X	African	First term appointment in January 2019.
5	Dr (Adv) L. Mbana	Commissioner (Part time appointment)		X	African	First term appointment in January 2020.
6	Ms S. Mabilane	Commissioner (Part time appointment)		X	African	First term appointment in January 2020.

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S/N	Members of the Commission	Appointment	Male	Female	Race	Date Appointed
	a	b	c	d	e	f
7	Dr S. Zulu	Commissioner (Part time appointment)	X		African	First term appointment in January 2019.



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Mr I H Robertson
Chairperson



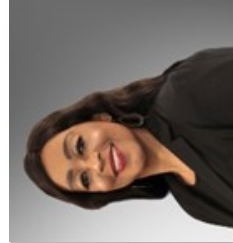
Ms S. Hlapolosa
Deputy Chairperson



Dr Z. Essop



Adv N.G. Khumalo



Dr Adv L. Mbana



Ms S.V. Mabilane



Dr S. Zulu

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Figure 3: Pictorial Organogram of Commissioners

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Table 3: Equity Status of Current 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%

4. 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 Figure 4 below.



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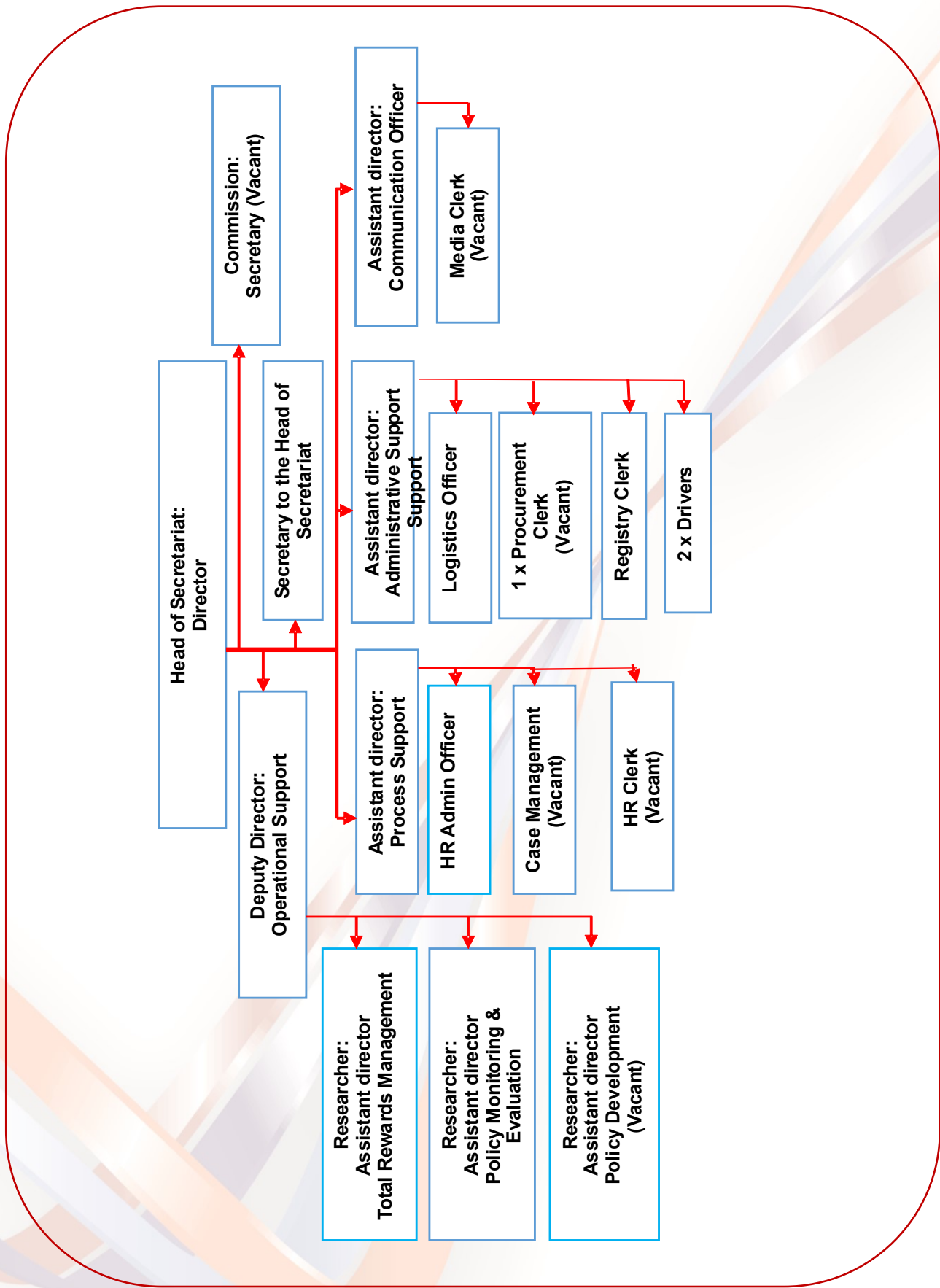


Figure 4: The current structure of the DFSC Secretariat



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 27,53% (Rm1,6) of its Operational Budget during the reporting period. This accounts for 10,10% of its total allocated budget. This was due to various strategic and operational factors, including the inability to conduct 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 Table 4, Table 5, and Table 6.

The information in Table 4 represents the total allocated budget (Vote) against total expenditure incurred during the respective financial years.



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Table 4: Summary of actual (Human Resource and Operational) budget expenditure versus the adjusted appropriation for the current and prior years

	FY2019/20	FY2020/21	FY2021/22	FY2022/23
	a	b	c	d
Vote	R16 696 580	R17 262 230	R15 198 364	R15 834 776
Expenditure	R11 126 948	R9 712 481	R9 675 024	R13 709 120
Over expenditure	R0	R0	R0	R0
Amount overspent as percentage of vote	0%	0%	0%	0%
Amount surrendered	R3 000 000	R4 680 693	R2 700 397	R1 600 000
Amount surrendered as a percentage of the vote	17.96%	68.70%	17,76%	10,10%

The information in Table 5 represents the actual HR expenditure versus the adjusted appropriation for the current and prior years.

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

	FY2019/20	FY2020/21	FY2021/22	FY2022/23
	a	b	c	d
Vote	R10 114 588	R10 515 063	R9 684 393	R10 023 384
Expenditure	R7 855 037	R8 181 694	R8 392 611	R8 465 077
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 FY2022/23 was compiled two years in advance during FY2020/21. In this APP, provision was made for the undermentioned Human Resource (HR) financial costing to the amount of R1 558 307 which could not be utilised during the financial year. This under expenditure of the HR budget can be attributed partly to:

- ✚ A Level 9 Assistant Director post (researcher) which could not be staffed because the DFSC is still awaiting the outcome of the Labour Court.
- ✚ The three vacancies within the Commissioners' structure which were not staffed.
- ✚ Performance Incentives were not paid by the Department of Defence (DOD) for FY2022/23 due to budget constraints by National Treasury (NT).

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

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

	FY2019/20	FY2020/21	FY2021/22	FY2022/23
	a	b	c	d
Vote	R6 581 992	R6 747 167	R5 513 971	R5 811 392
Expenditure	R3 310 551	R2 111 930	R1 282 413	R5 244 043
Over expenditure	R0	R0	R0	R0
Amount overspent as percentage of vote	0%	0%	R0	R0
Amount surrendered	R3 000 000	R4 635 304	R2 700 397	R1 600 000
Amount surrendered as a percentage of the vote	45,58%	68.70%	48,97%	27,53%

The following are some of the reasons which contributed to the amount of R1 600 000 that formed part of the surrendered funds.

- ✚ The inability of the DFSC to conduct consultative visits for 2022/23 due to the challenges experienced with the DOD/SANDF.
- ✚ The cancellation of the procurement process for the DFSC website, which was projected to cost Rm1,5.



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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 FY2021/22 by the Auditor General of South Africa (AGSA).

No audits were performed throughout FY2022/23 by the Internal Audit Division (IAD) on quarterly reports against the DFSC APP FY2022/23.

The Internal Audit Division (IAD) of the DOD conducted an ad-hoc audit on the compliance with HR processes by the DFSC in December 2022. The IAD made findings on some of the inadequate controls in place to guide the certain process and procedures which resulted in non-compliance with applicable laws, regulations, and departmental policies. The audit report was concluded in February 2023.

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

However, no audits were performed in FY2022/23 by the IAD on quarterly reports against the DFSC APP FY2022/23.

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 7.

Table 7: Performance against the Strategic Output in terms of the Level 1 Performance Indicator and target

S/No	Performance Indicator	Target for FY2022/23 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</i>	100% compliance. One DFSC Annual Activity Report (AAR) FY2021/22 on DFSC activities submitted in line with National Prescripts.	The DFSC submitted its AAR FY2021/22 to the Office of the Minister 03 June 2022.	The DFSC experienced challenges in obtaining the foreword of the C SANDF which forms part of the DFSC AAR.	The DFSC to put measures in place to ensure that target dates are adhered to in future.

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S/No	Performance Indicator	Target for FY2022/23 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					
	<i>Report regarding DFSC Activities submitted to the Executive Authority.</i>				

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:

- ✚ *"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

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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 DFSC used a combination of virtual platforms and physical meetings to ensure continuous interactive engagements between the Commission and the Strategic Stakeholders. The virtual platforms enabled the Commission to meet, discuss, plan and approve strategic and operational issues.

5.4.1 Joint Standing Committee on Defence (JSCD).

The Commission was invited by the Joint Standing Committee on Defence (JSCD) on a virtual platform on 26 May 2022 to present on Succession Planning in the South African National Defence Force. The DFSC presented their findings on research it had conducted on the matter as well as recommendation which it had submitted to the MOD&MV.

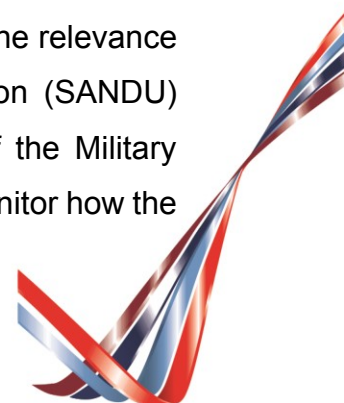
After the DFSC’s presentation, the Dean of Military Academy and the Director of Research at the Military Academy made a presentation which concurred with the Commission’s findings and recommendations.

The Commission also briefed the JSCD virtually on 25 August 2022 on its Annual Activity Report for Financial Year 2021/22. The Committee resolved that the DOD should attempt to continually interact with the DFSC to be informed about the recommendations made, and other challenges experienced by the DFSC.

5.4.2 Minister of Defence & Military Veterans (MOD&MV)

The DFSC had a meeting with the MOD&MV on 11 August 2022, to discuss the relevance of the Commission in the light of the South African National Defence Union (SANDU) reaching the required threshold and thereby requiring the establishment of the Military Bargaining Council (MBC). The decision by the MOD&MV was that she will monitor how the two structures function along-side each other.

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After the MOD&MV's meeting with the DFSC, the Commission had a Strategic Planning Session on 02 to 04 September 2022. The purpose of the work session was to reposition the strategic trajectory of the DFSC in the medium and long term, in the light of the strategic direction outlined in the Ministerial Directive of 2022, and the resumption of the MBC.

5.4.3 Department of Transport

The DFSC engaged with the Department of Transport with the aim of establishing a relationship between the two entities and possibly develop a feasible and sustainable transportation model for SANDF members.

5.4.4 DOD Services and Divisions

The DFSC engaged the Surgeon General and Chief of Human Resources, on separate occasions, on challenges identified during follow-up visits to the three Military Hospitals. The engagements discussed issues on staffing of nursing personnel, payment of overtime and procurement challenges amongst others.

Furthermore, the DFSC held meeting with Chief Directorate Defence Policy to gain a better policy understanding on the Ministerial Directive of 2022 as well as other Defence Policy related issues.

5.5 Training and Development

During the reporting period, four Commissioners and two Secretariat members attended the Ethics Officer Certification Programme presented by The Ethics Institute.

5.6 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 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

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mandate of the DFSC, and which are implementable within the confines of the current DOD budget, the DFSC will be informed accordingly.

6. PERFORMANCE STATUS

The core programme outputs, performance indicators and detail of actual achievements (compliance) of the DFSC are indicated in Table 8 below.

Table 8: 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.	<p>The DFSC submitted a recommendation on COLA for FY2022/23 to the Minister on 31 March 2023.</p> <p>The DFSC submitted a recommendation on Unemployment Insurance for Reserve Force Members to the Minister on 20 May 2022.</p> <p>Ongoing engagements with Department of Transport to finalise viable and implementable recommendations on the duty bus system for SANDF members.</p>	No deviation.
2	Make recommendations to the	Submission of recommendations	Annual Target	Recommendation on Succession Planning in the	No deviation

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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.			<p>SANDF submitted to the Minister on 20 May 2022.</p> <p>Recommendation on issues related to procurement process and impact on health care members submitted to the Minister on 13 February 2023.</p> <p>Recommendation on cost-of-living adjustment for SANDF members which contained policy advisements submitted to the Minister on 31 March 2023.</p>	
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 Military Bases and Units.

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

At the meeting on 11 August 2022, the MOD&MV committed to holding quarterly meetings with the DFSC as well as key stakeholder with the aim of resolving some of the identified challenges.

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.

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- ✚ 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 commenced with the process of re- evaluating the structure of the DFSC Secretariat with the assistance of Directorate Integrated Management Systems to address the capacity challenges. However, in the meantime, the Secretariat continues 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 capacity, 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.

As stated above, the DFSC initiated the process of reviewing the Secretariat structure, however, the process is dependent on the support and approval by the MOD&MV when finalised.

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.



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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 beyond the conclusion of the State of Emergency.

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 presented its findings and recommendation on Succession Planning in the South African National Defence Force on 26 May 2022. Furthermore, the DFSC presented the Annual Activity Report FY2020/21 to the JSCD on 25 August 2022.

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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. Only 13 employees (68,42%) are staffed from a structure of 19 posts. This structure is 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.

No monetary allocation for the remuneration of ResF members were received for the period under review. No Reserve Force members were utilised over the period under review.

2. THE STATUS OF THE HUMAN RESOURCE IN THE DFSC

It is worth reiterating that the structure and the post levels of the Secretariat needs to be reviewed to enable the DFSC to attract and acquire personnel, specifically within the research environment as the core function, with the required skills and competencies. Despite the low remuneration levels of the structure the sense of duty displayed by all officials within the DFSC Secretariat was and continues to be largely positive.

The remuneration level of the core functionaries within the Secretariat poses a challenge as the work required within the research domain, is too complex for the authorised level of appointment. Cost containment measures on the expansion of structures and the upgrading of posts levels contribute negatively for the secretariat to function effectively.

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

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The demographic representation of the detached and ResF members assisting the DFSC during the period under review is illustrated in Table 9 below. The SANDF members on detached duty to the DFSC are remunerated by their respective Services at no cost to the Commission.

Table 9: 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 on Detached Duty from Services						
1	CPO A.J. Nasson Managed the DFSC Office Wingfield in Cape Town.	SA Navy	01 April 2022 to 31 August 2022	X		Coloured
2	Ms R. Mudau (General Assistant from DOD HQ for cleaning services)	DOD HQ	01 April 2022 to 31 March 2023		X	African
3	CPO Williams Managed the DFSC Office Wingfield in Cape Town.	SA Navy	1 September 2022 to 31 March 2023	X		Coloured

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.

Table 10 and Table 11 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 10: 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

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S/N	Permanent employees of the DFSC Secretariat	Male	Female	Race
	a	b	c	d
5	Mr S. Maodi Senior Driver	X		African
6	Mr J.T. Masilo Chief Provisioning Admin Clerk	X		African
7	Ms E.M. Mashigo Secretary to the Head of Secretariat		X	African
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 N.S. van Wyk Assistant Director: Process Support	X		White
13	Mr Z.R. Munyai HR Clerk Level 5	X		African

Table 11: 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 employees 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	e	b	d	c	g
1	African: 64.68%	± 13 members	10 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 to be suitable for the advertised posts during

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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 employees 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	e	b	d	c	g
						the selection process.
3	Asians: 0.75%	± 1 member	Nil	0%	0%	The staffing of the HR and Logistic clerks was not finalised. As such we could not address the inadequacies of the Equity Targets.
4	White: 24.35%	± 4 members	Two members	10.52%	12.5%	The staffing of the HR and Logistic clerks was not finalised. As such we could not address the inadequacies of the Equity Targets.
5	Male: 70%	± 13 members	Seven members	36.84%	43.75%	The staffing of the HR and Logistic clerks was not finalised. As such we could not address the inadequacies of the Equity Targets.
6	Female: 30%	± 6 members	Five members	26.31%	31.25%	Target achieved against 16 funded posts.

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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 employees 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	e	b	d	c	g
7	Members with disabilities: 2%	± 1 member	Nil	0%	0%	The staffing of the HR and Logistic clerks was not finalised. As such we could not address the inadequacies of the Equity Targets.

The DFSC was not able to staff its full complement of 19 approved posts but only 13 posts. To date, three posts became unfunded due to the reprioritisation process of posts initiated by the DOD HR Division. As a result, only 16 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).

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

During the FY2022/23 the DFSC advertised the following vacant funded post. The two posts were:

- ✚ Deputy Director: Operational Support
- ✚ Provision Administration Clerk - Procurement (Level 5).
- ✚ Senior HR Clerk (Level 5).

The Senior HR Clerk was laterally appointed on 1 December 2022. The process to staff the Deputy Director Operational Support position was concluded on 03 March 2023 and the post of the Provision Administration clerk is currently in the process of appointment. This would be finalised within the FY2023/24.

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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 continues 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.

Due to the National Treasury's cost containment measures and the moratorium of the expansion structures, the DFSC has been unable secure funding and staff positions which were previously unfunded. The funding and staffing of these positions would have contributed to the Commission's effectiveness.

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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 Rm1.6 from its Operational Budget to enable the DOD to address some of its budgetary challenges.

The expenditure against current allocation of the Human Resource (HR) Budget was 84,45%. Following the surrendering of Rm1,6 in February 2023, the DFSC was able to record expenditure of 97,97% of its Operational Budget.

An amount of R15 834 776 was allocated to the DFSC for the 2022 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. The DFSC adhered to this request and as indicated above the Commission surrendered Rm1,6 from its Operational Budget that was underutilised.

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The DFSC was unable to utilise the allocated budget effectively and efficiently because some of the envisaged strategic activities such as consultative visits to various Military Bases and Units and internal border control areas within Operation CORONA, could not be undertaken.

Table 12: Actual expenditure against the current allocation during FY2022/23

Item	Vote	Current Allocation	Financial Authority Amount	Paid	Available	Utilised
a	b	c	d	e	f	g
Item 10 Cost of Employee	10 023 384	10 023 384	N/A	8 465 077	1 558 307	84,45%
Item 15 Administrative	3 832 568	1 849 154	1 849 154	1 849 154	0	100,00
Item 20 Inventory	370 600	122 057	122 057	108 171	13 886	88,66%
Item 25 Minor Assets	42 000	18 015	18 015	0	18 015	100%
Item 35 Services	1 271 607	541 764	541764	541764	0	100%
Item 40 Transfer Payments	24 617	24 617	N/A	2 019 355	0	100%
Item 60 Capital	270 000	1 157 156	1 157 156	0	1 157 156	100
Total	15 834 776	13 711 532	3 146 382	14 158 694	1 590 208	103,26%

The DFSC is occupying office space, at no costs and with the compliments of the SG of the SANDF, within the SAMHS HQ situated at Kasteelpark, Erasmuskloof, Pretoria. The SAMHS is leasing the Leerdam Building, one of the five buildings within Kasteel Park, from the Public Investment Corporation. 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 the Leerdam Building is part of its holistic renovation plan that will commence within the next couple of years. Furthermore, the DFSC was provided with office space by the Chief of the SA Navy in SAS Wingfield Military Base (Cape Town) which was officially opened in July 2017 and has 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.

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4. UNAUTHORISED, IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE

The DFSC can report that no unauthorised, irregular, fruitless and or wasteful expenditure took place during FY2022/23.

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 FY2022/23.

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 after 31 March 2023 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 FY2022/23

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

All information and amounts disclosed in the Annual Activity Report FY2022/23 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 2023

Confirmation by the Budget Holder



(I.H. ROBERTSON)

Defence Force Service Commission: Budget Holder

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PART F

ACKNOWLEDGEMENTS AND APPRECIATIONS

The Commission expresses its appreciation for the support demonstrated by the MOD&MV, Deputy MOD&MV, CSANDF, 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 all the staff members in the MOD&MV's office, for their continuous support to the DFSC. It also is worth noting the support and assistance that the Commissioners and Secretariat continue to receive from various members in 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 SG, Lt Gen P. Maphaha for accommodating the DFSC within the SAMHS Head Quarter facilities. The investment that the Surgeon General made in the DFSC with this type of support over the past couple of years has been invaluable.

In the same breath, the DFSC extent its appreciation to the OC, Col N. Maswanganyi and her 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 FY2022/23.

The continuous support and assistance provided to the DFSC by the OC of the Defence Head Quarters, Col B.J. Mabaso and his team, in the processing our logistical and procurement requests is acknowledged and appreciated. Appreciation is further expressed

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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 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 learned 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 because 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 Robertson 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.

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Having 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 as a special advisor to the Minister of Small Business Development since 2018 until 14 June 2019. Subsequently from 2019 she

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has been employed as a Special Advisor to the Minister of Social Development, a position she continues to be in to date.



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.

Dr Essop is currently employed by the Mediclinic Hospital Group as the Corporate Health Manager for Southern Africa. He also holds 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.



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 Master of Law. She is a certified Ethics Officer.

Advocate Khumalo joined the Defence Force Service Commission as a Commissioner in January 2019.

Advocate Khumalo is appointed by President Ramaphosa on part basis into the National Anti-Corruption Council, (NACAC) an advisory council to the President.

Advocate Khumalo is appointed by President Ramaphosa on part time basis to act as a Commercial Tax Court Member, in the Tax Court.

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Advocate Khumalo is a non-executive director at Sefa and Khula Credit Guarantee, she also acts as a chairperson of the Human Capital Resources Committee, member of Ethics Committee and Audit Committee.

She was 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 2019. 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.

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MS SALOME VELMA MABILANE: COMMISSIONER

Ms Mabilane was recently appointed on 01 January 2020 as a part-time Commissioner within the Defence Force Service Commission, born on 18 February 1978 at Kanyamazane Township in the Mpumalanga province. She is a certified Professional Accountant (SA) registered with South African Institute of Professional Accountants and a Certified Ethics Officer with the Ethics Institute and an Associate member of SAICA.

She also obtained an Advanced Certificate in Municipal Management & Governance with UJ and currently enrolled with MANCOSA for a Postgraduate Diploma in Project Management and aspiring to be a Certified Director with IoDSA. She 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. Her area of expertise includes amongst others but not limited to, Auditing, Finance, Municipal management & governance, Risk management, Project management, Performance management, Human capital management, etc.

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, Interim Audit & Performance Audit committee member of the Greater Tubatse Local Municipality from April 2014 to December 2014.

She was the Audit & Risk committee member 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 was the Audit & Risk committee member of Nkangala TVET College from 01 November 2016 to 30 June 2020.

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 and was re-appointed to serve a second term at Luthuli Museum and NHC (resigned) until 30 November 2023 and a Council member at War

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Museum in Bloemfontein from 01 December 2020 to 30 November 2023. She was appointed as Audit & Performance committee member of Ehlanzeni District Municipality jointly with Thaba Chweu Local Municipality from 01 August 2019 for 3 years and subsequently appointed as the Chairperson of the Audit committee of both municipalities from 01 August 2022 to 31 July 2025.

She was a member of the SAICA AT (SA) committee from 01 October 2020 to 31 August 2021 (resigned – due to conflict of interest). She was the Treasurer for the TVET Colleges Governors Council Provincial Working committee from 01 October 2020 to 30 September 2022.

Ms Mabilane is recently appointed by the Minister of Public Works and Infrastructure to serve as a Council member of the Council for the Built Environment from 01 December 2022 to 30 November 2026. She 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.



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. Dr (Adv) Mbana was appointed as a part-time Commissioner on 1 January 2020.

Dr (Adv) Mbana is currently employed Cross Border 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. Dr (Adv) Mbana's first profession was at the Department of Justice as a researcher at the Land Claims Court.

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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.

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 possess the required competencies to deliver quality service in any position on merit.

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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 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 six degrees, with his latest being a 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.

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ANNEXURE 2

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.



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ANNEXURE 3

**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 Loyal 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;
- 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.

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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;
- 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.

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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;
- 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.

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CONTACT DETAILS OF THE DEFENCE FORCE SERVICE COMMISSION

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DEFENCE FORCE SERVICE COMMISSION

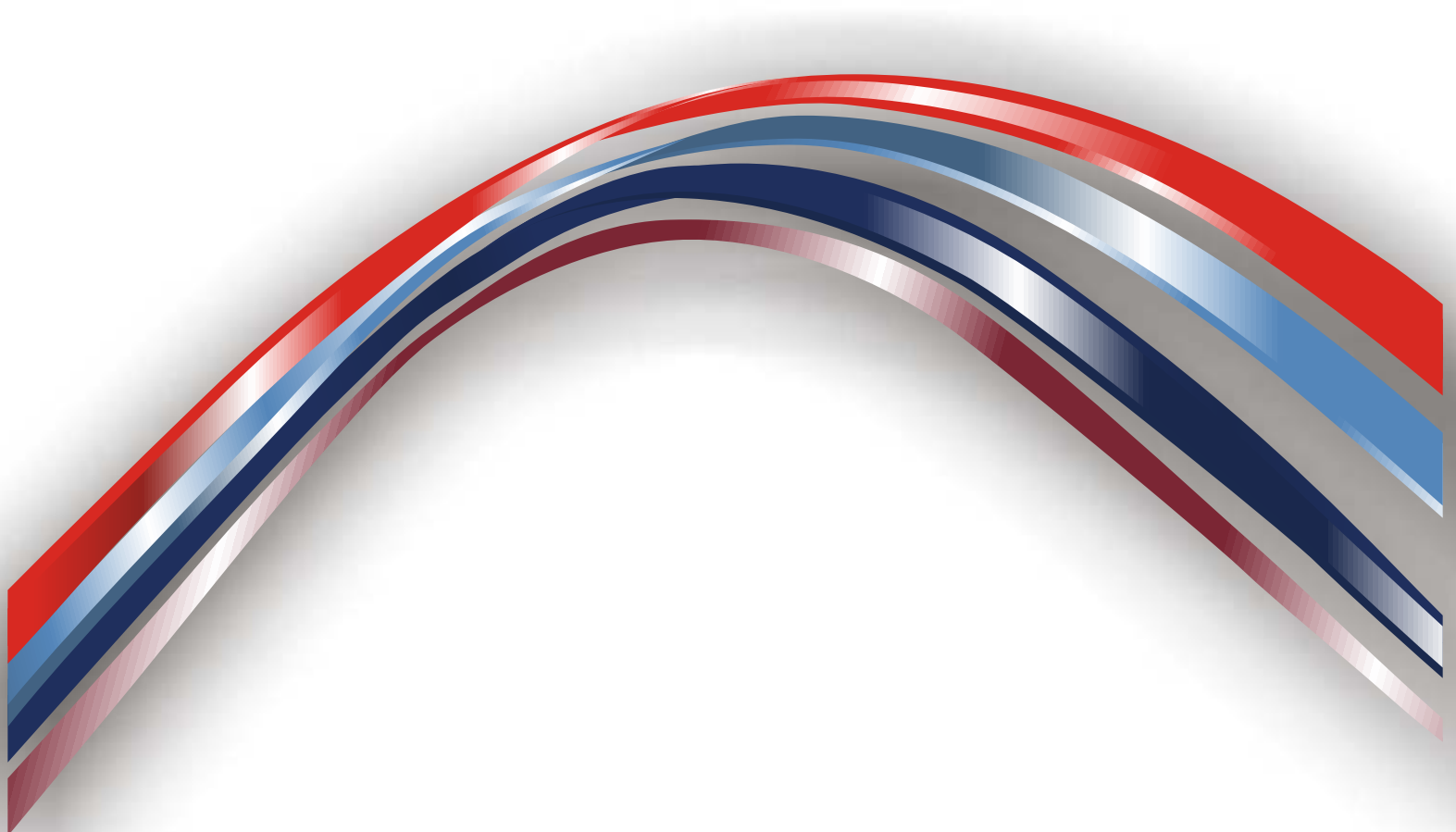


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