**COMMITTEE ON DEFENCE AND MILITARY VETERANS**

**JOINT STANDING COMMITTEE ON DEFENCE**

**STRATEGIC PLAN**

**2019/20 to 2024/25**

**FEBRUARY 2021**

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**I. STRATEGIC PLAN OF PARLIAMENT**

**1.1 Mandate and Mission**

The mandate of Parliament derives from the Constitution of the Republic of South Africa, 1996, establishing Parliament and setting out the functions it performs. Parliament’s role and outcomes are to represent the people and ensure government by the people under the Constitution, as well as to represent the provinces and local government in the national sphere of government.[[1]](#footnote-1)

Parliament does this by *passing legislation*, *overseeing executive action[[2]](#footnote-2), and the facilitation of public involvement[[3]](#footnote-3),* *co-operative government[[4]](#footnote-4)* and *international participation[[5]](#footnote-5).*

This mandate of Parliament provides direction to set the mission, indicating the purpose of Parliament and describing its main business.

The mission is:

*To represent the people, and to ensure government by the people in fulfilling our constitutional functions of passing laws and overseeing executive action.*

**1.2 Vision**

The vision is:

*An activist and responsive people’s Parliament that improves the quality of life of South Africans and ensures enduring equality in our society*

**1.3 Policy priorities for the 6th Parliament**

Parliament’s Strategic Plan 2019- 2024 states that their strategy map details key elements of its strategy focusing on the required inputs, activities, and outputs needed to ensure the desired outcome and impact. It therefore sets out the desired long term impact namely:

* Improving quality of life that requires faster transformation and service delivery, increasing employment, eradicating poverty and reducing inequality;
* Increasing the pace and quality of service delivery that will require a more responsive and accountable government;
* Greater responsiveness and accountability by the Executive that will require Parliament to strengthen oversight and involvement;
* Stronger oversight will require deeper scrutiny by committees, more effective public involvement and hearings, and more effective recommendations and resolutions by the Houses;
* In turn, deeper scrutiny by committees will require more time allocated for oversight activities, enhanced Member capacity to ensure effectiveness, deeper insights into issues at hand, and active involvement by the public in the form of submissions.; and
* Business process and administrative improvements will be required to change these outputs. This will necessitate an adjustment in the programme of Parliament; providing more effective programmes aimed at capacity building; delivering more insightful research and analysis; providing the public with better info and access to participate; and improving the tracking and monitoring of Parliamentary business and Executive implementation.[[6]](#footnote-6)

**1.4 Values**

The management of Parliament is guided by its values. These values are formed by that which we treasure and hold dear.

* *Openness*
* *Responsiveness*
* *Accountability*
* *Teamwork*
* *Professionalism*
* *Integrity*

**II. JOINT STANDING COMMITTEE ON DEFENCE**

**Mandates**

**2.1 Mandate of the Joint Standing Committee on Defence**

As a committee of both the National Assembly and National Council of Provinces of Parliament, the JSCD draws its mandate from Section 228(3) of the Constitution, 1993, read with item 24(1) of Schedule 6 to the Constitution, 1996.

The JSCD is mandated to oversee the Department of Defence (DOD) and the Department of Military Veterans (DMV) to ensure that the Departments fulfil their mandate through the monitoring of the implementation of legislation and adherence to policies, such as the Defence Act (No. 42 of 2002), the Military Veterans Act (No. 18 of 2011), the White Paper on Defence (1996) as well as the Defence Reviews of 1998 and 2015. It must scrutinise legislation which supports the mission statement of Government; the budget and functioning of DOD and DMV; and the employment of the South African National Defence Force (SANDF).

**2.2 Mandate of the Department of Defence**

The Constitution (1996) in Section 200 sets out the mandate of the South African National Defence Force (SANDF), while Section 204 establishes a civilian secretariat for the Department. The mandate is to “defend and protect the Republic, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force”. In pursuance of this mandate, the DOD provides, manages, prepares and employs defence capabilities commensurate with the needs of South Africa, guided by the Constitution, relevant legislation and Executive direction.

**2.3 Mandate of the Department of Military Veterans**

The purpose of the Department of Military Veterans (DMV) established in terms of the Military Veterans Act (No. 18 of 2011) is to “oversee and manage the implementation of Government’s framework and programme on military veterans.” Core functions in this regard include the facilitation, management and coordination of support to military veterans; provision of support services to the Department; oversight of the national military veterans’ programme and periodic reporting in this regard.

The DODMV has an oversight role for two Public Entities which fall under Schedule 2 and 3 of the Public Finance Management Act (No. 1 of 1999) namely ARMSCOR and the Castle Control Board (CCB). ARMSCOR receives allocations from the fiscus while the CCB generates its own revenue. Other entities reporting to the Minister of Defence include the Defence Force Service Commission, the Office of the Military Ombud. Those resorting under the DMV include the Appeal Board, Advisory Council and the SA National Military Veterans Association. The National Conventional Arms Committee (NCACC) also reports on its activities to the JSCD on a quarterly and annual basis.

**2.4 Customers and stakeholders**

*The JSCD serves the following customers/clients*:

* the people of South Africa who expect a safe, secure and stable environment;
* the National Assembly and the National Council on Provinces, which refer matters to the Committee;
* the Portfolio Committee on Defence and Military Veterans with whom the JSCD works closely and jointly;
* Military Veterans who deserve to enjoy a dignified for the sacrifices they have made;
* the Defence Industry stakeholders, who have a mutually dependent relationship with the Department; and
* the soldiers and civilians working in the Department of Defence and Military Veterans.

*Our stakeholders include*:

* + Department of Defence (DOD)
  + Department of Military Veterans (DMV)
  + Armaments Corporation of SA (Ltd) Armscor
  + Castle Control Board (CCB)
  + Office of the Military Ombud
  + Defence Force Service Commission (DFSC)
* Reserve Force Council
* National Conventional Arms Committee (NCACC)
* Appeal Board
* Advisory Council
* SA National Military Veterans Association (SANMVA)
* National Defence Industry Council (NDIC)
* Organisations of the customers/clients listed above
* Academic and research entities involved in the defence sector
* Non-governmental organisations and the media

**2.5 Situational analysis**

**2.5.1 Department of Defence**

The South African defence environment has to be viewed against the numerous achievements of the Defence Force over the last 26 years. These include successes in peacekeeping operations, protecting our landline borders against cross-border crime, being deployed in an anti-piracy role on the East Coast of Africa, supporting the SAPS on request to maintain law and order, and assisting to secure the country during major events such as the FIFA Soccer World Cup. Other operations include the Cape Flats anti-crime deployment codenamed Operation Lockdown; and the deployment in support of the SAPS to assist with enforcing national state of disaster regulations to prevent the spread of the Covid-19 Pandemic under Operation Notlela. The latest deployment was from 28 December 2020 to 31 January 2021 with 2 122 soldiers being deployed to curb the spread of Covid-19. One of the negatives flowing from these internal deployments, were the abuse of civilians by soldiers and especially death of Mr Collins Khosa. The Defence Committees will engage the Department and especially the Military Ombud further on these issues.

Some of the major challenges experienced over this period include the misalignment between the funding of the Department and the number of ordered tasks which has led to a situation where some of the capabilities of the Defence Force have been either lost or severely affected. The improvement of conditions of service of soldiers in 2009, without the concomitant increase in funding, exacerbated the situation further as funds had to be secured from other programmes within the Defence Budget. For the last three years, following the institution of a Compensation of Employees ceiling by National Treasury, the DOD has been overspending on the Compensation of Employees which led to the AGSA listing it as Irregular Expenditure. Engagements with the relevant stakeholders, especially National Treasury, to resolve this issue are ongoing, but the matter will remain at the core of concerns around defence sustainability given broader fiscal constraints. While the 2015 Defence Review gave the Department options to address these various challenges, a lack of funding prevented it from even implementing the Milestone 1 (Arrest the decline), which is crucial to prevent the loss and/or obsolescence of especially Prime Mission Equipment.

The dire situation of infrastructure and equipment at military bases remains a serious concern and although the Defence Works Formation (DWF) are making inroads, the finalisation of the devolution of certain responsibilities from the DPWI to the DWF, is keenly anticipated. It is especially its role to assist with the Repair and Maintenance Project (RAMP) at 1 Military Hospital and other priority bases that is welcomed. The Defence Committees, during its oversight visits, were also struck by the poor condition of infrastructure and equipment at military bases and along the border lines. One of its main concerns is the theft of weapons, ammunition and other equipment as evidenced at 9 SAI Bn, the TEK base and Silvermine Naval station. The Committee endeavored to take briefings on this issue as well as to conduct oversight visits in this regard. Added to this are the HR challenges SANDF members raised such as promotion, courses, accommodation, transfers, medical aid, etc. Human resources also poses a concern to the SANDF in terms of the need for force rejuvenation. The Committees also undertook to engage the Chief of Logistics on the lengthy Procurement processes and related logistical challenges

The Defence Committees were, however, always impressed by the high morale and discipline of our soldiers, despite these and other challenges. This was especially evident during oversight visits to selected military bases in the Western Cape in 2019 and in particular the visits to the borderlines where are troops are deployed. The Committees therefore commended the SANDF and its members and encouraged them to continue to serve with pride and dignity. The Committee will continue to work with the DOD, though its oversight function, to ensure that South Africa maintains a capable and fit-for-purpose military capable of serving the defence needs of the nation.

**2.5.2 Department of Military Veterans**

The Department of Military Veterans (DMV) which was accorded an independent vote in its 10th year of existence, namely Vote 26, is a crucial role-player to assist military veterans and their dependents. Its purpose is to facilitate support to qualifying military veterans in terms of Section 5 of the Military Veterans Act (No. 18 of 2011), and to deliver socio-economic benefits. One of the concerns raised was that the skills set in the Department was not congruent with the responsibilities, hence a Skills Audit process was launched. This process has not been concluded and the Committee will take this issue further in order to assist the Department. Added to this is the misalignment of the organisational structure of the Department with its mandate, which led to a process to review the Department’s Organisational Structure with the assistance of National Treaty and the DPSA. Compounding the above is the instability at the senior management level of the Department, where for instance a permanent Director-general has not been appointed for the past four years.

Various other challenges beset the DMV, of which some of the main ones are: poor or no service delivery on benefits such as subsidised public transport, housing, and pension. The lack of a credible and secure military veterans’ database that is finalised, remains a huge concern as its completion would facilitate improved planning, budgeting and other management processes. The challenges raised by both the Appeal Board and the Advisory Council have led the Committee to invite these entities to brief it. The Committee will also engage the SANMVA on its role and challenges given the key role it plays to coordinate the activities of the constituent military veterans’ associations. One of the recommendations of the Committee is that the Department should enhance its communication strategy with military veterans throughout the country not only to increase awareness of the department and the benefits, but also about the Appeal Board’s existence and its role to review decisions of the Department. The potential role of provincial DMV offices in this regard should be noted and the Committee plans to follow up on the lack of implementation of these offices.

**2.5.3 Armscor**

The Armaments Corporation of South Africa Ltd (Armscor) was established in terms of the Armaments Corporation of South Africa Limited Act (No. 51 of 2003) to satisfy the requirements of the SANDF in respect of Defence Matériel. Armscor is a critical stakeholder in so far as the SANDF operational effectiveness is concerned. Armscor also manages the Simon’s Town Naval Dockyard, which carries out planned preventative and corrective maintenance, reconstruction and repairs and upgrades of all SA Navy ships and submarines. The main source of revenue for Armscor is transfer payments received from the DOD and sales of goods and services such as redundant equipment. Since Armscor is a crucial stakeholder in the South African Defence Industry, it participated in the process of developing the 2015 Defence Review and especially those aspects related to its core business. Of specific relevance to them is Chapter 9, 10 and 15 of the Defence Review as it attempts to position itself in such a manner to optimally support the Defence Force. Armscor was also encouraged by the Committee to enhance its Regional Outreach Strategy and to speedily address the personnel and capacity constraints of the Simon’s Town Dockyard to conduct its work of refitting and maintenance of the SA Navy’s vessels and submarines.

**2.5.4 Castle Control Board**

The Castle Management Act (No. 207 of 1993) provides for a Castle Control Board (CCB) to govern and manage the Castle on behalf of the Minister of Defence and Military Veterans. Revenue for the Castle Control Board is primarily generated from ticket sales to visitors, the renting out of venues in the Castle and fees from hosting special events; with no direct funding from the department. The CCB received an unqualified audit opinion from the Auditor-General (A-G) in the last two financial years, but the A-G found that the CCB needs to pay attention to especially its Going Concern status. Given that the Castle was closed for the major part of 2020 and thus could not collect revenue, the DOD supported it with relief funding until the end of 2020. The Committee will follow up on its well-being given that the lockdown has been extended early in 2021.

**2.5.5 Defence Service Commission (DFSC)**

The Defence Force Service Commission (DFSC) was established to advise the Minister on conditions of service of members of the SANDF. To this extent, it can be viewed as a complementary structure to support the Minister’s decision-making to improve the lives and conditions of service of SANDF members. Over the last two years, both the PCODMV and the JSCD has met with the Commission regarding their mandate, functioning and challenges and in particular to receive its inputs regarding their findings on conditions of service of SANDF members. Their observations align with those experienced by Members of the Defence Committees during oversight visits and the Committees have undertaken to engage especially the Chiefs of Human Resources and Logistics on some of these issues.

**III. COMMITTEE SERVICES AND OUTPUTS**

**3.1 Key business objectives, activities and indicators**

Regular JSCD activities are planned to focus oversight on the work and functions of the DOD, the DMV and Defence entities, such as Armscor, the Castle Control Board (CCB), Office of the Military Ombud, Defence Force Service Commission (DFSC), Reserve Force Council, and National Conventional Arms Committee (NCACC). A cycle of ‘programmed’ committee activities involve meetings, oversight visits and study tours that provide information. The JSCD may process policy documents such as in the case of the Defence Review 2015 and may call for submissions from experts, the public and public hearings to complement the process. The activities of the Committee revolve around formal meetings of the Committee, which are held in public except when there is a need for closed sessions due to the confidential nature of information shared by the DOD.

**3.2 Reports**

An important function is the drafting of reports which include the following:

* Minutes on the Quarterly Reports of the NCACC.
* Minutes on the Annual Report of the NCACC.
* The Committee’s Annual Report.
* Minutes of meetings within 3 days
* Oversight reports within 5 days.
* Study Tour reports.
* Research information within 100% of the time.
* Procedural advice within 7 days.

The main outcome ought to be that the Departments and entities implement the performance plans presented to the Committee and report clearly on these in their Annual Reports. Committee interventions help to ensure the achievement of especially “Outcome 3: All people in South Africa are and feel safe” of the Medium Strategic Framework based in the National Development Plan 2030 Vision and Trajectory.

**3.3 Services/Products rendered by the Committee**

*The JSCD renders the following services/products:*

* Undertaking and reporting back on oversight visits to investigate working conditions, equipment, and infrastructure provided to soldiers and civilians deployed and employed by the Department of Defence and Military Veterans.
* Public participation: Public hearings to provide a national forum for public consideration of issues referred to the Committee by the National Assembly and the National Council of Provinces.
  + Meetings at which experts, interested and affected parties are invited to give briefings to the Committee.
* Scrutinising and overseeing executive action
  + Considering reports by the Departments and entities on requested issues by the JSCD
* International participation and coordination through study tours to benchmark international best practices related to the Department of Defence and Military Veterans and its entities.

**3.4 Members and Support Staff**

|  |  |
| --- | --- |
| **Joint Standing Committee on Defence** | **Support Staff** |
| 1. Co-Chairperson (NA): Mr. VC Xaba   Co-Chairperson (NCOP): Mr E Nchabeleng   1. ANC (NA): Whip: Mr TN Mmutle 2. ANC (NA): Ms AJ Beukes 3. ANC (NA: Ms M Modise 4. ANC (NA): Ms TI Legwase 5. ANC (NA): Ms AH Mthembu   7. ANC (NCOP) Ms M Bartlett  8. ANC (NCOP) Ms E Nkosi  9. DA (NCOP) Mr D Ryder   1. DA (NA): Mr SJF Marais 2. DA (NA): Mr ML Shelembe 3. EFF (NCOP) Mr K Motsamai- 4. EFF (NA) Mr TWI Mafanya 5. UDM: Gen B Holomisa 6. PAC: Mr M Nyhotso | Content Advisor: Peter Daniels  Researcher: Wilhelm Janse van Rensburg  Committee Secretary: Pat Jayiya  Committee Assistant: Gunter Mankay  Executive Secretary: Patisa Sipamla  Executive Secretary. Ms. N Sibisi- |

**IV. OBJECTIVES AND INDICATORS: JOINT STANDING COMMITTEE ON DEFENCE**

*Measurable objectives, indicators and targets are required for outputs. This section provides the required performance information. The performance information is used to set objectives, execute and monitor performance. The JSCD’s outputs are grouped below under the headings: legislation, oversight, public involvement and participation and international cooperation. Several objectives may be pursued in each of these outputs.*

**4.1 OUTPUT 1 – LEGISLATION**

**OBJECTIVES AND INDICATORS: JOINT STANDING COMMITTEE ON DEFENCE**

***Legislation is dealt with by the PCDMV as such, the JSCD does not process legislation****.*

**4.2 OUTPUT 2 – OVERSIGHT**

**Outcome goal 1:** To represent the people and ensure government by the people by strengthening the oversight function to scrutinise executive performance

**Strategic objective 1:** Strengthen oversight and accountability

**4.2.1 Committee Objective 1**: *To increase oversight over the Departments of Defence and Military veterans, Armscor and the Castle Control Board*

**Performance indicator: Annual targets**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Defence** | **Performance indicator** | **Baseline**  **2019** | **Annual Target** | **Annual Targets** | | | | | | | | |
| 2019 | 2020 | 2021 | | 2022 | | 2023 | | 2024 |
| **Number of Letters from the President to be considered** | 3 | 4[[7]](#footnote-7) | 4 | 5 | As determined &submitted by the Presidency | | | | | | |
|  |  |  |  |  |  |  | |  | |  | |
| **Strategic overview Midterm life** | 0 | \* | 0 | 0 | 0 | 1 | | 0 | | 0 | |
|  |  |  |  |  |  |  | |  | |  | |
| **End term report implementation of recommendations** | 0 | \* | 0 | 0 | 0 | 0 | | 0 | | 1 | |
|  |  |  |  |  |  |  | |  | |  | |
| **Civil military relations dipstick** | 0 | 0 | 1 | 0 | 0 | 0 | | 1 | | 0 | |
|  |  |  |  |  |  |  | |  | |  | |
| **Succession planning interrogation** | 0 | 1 | 0 | 0 | 1 | 0 | | 0 | | 0 | |
|  |  |  |  |  |  |  | |  | |  | |
| **Gender parity investigation** | 0 | 0 | 0 | 0 | 0 | 1 | | 0 | | 0 | |
|  |  |  |  |  |  |  | |  | |  | |
| **Armaments investigation** | 0 | 0 | 0 | 0 | 0 | 0 | | 1 | | 0 | |
|  |  |  |  |  |  |  | |  | |  | |
| **NCACC Annual Reports** | 1 | 1 | 1 | 1 | 1 | 1 | | 1 | | 1 | |
|  |  |  |  |  |  |  | |  | |  | |
| **NCACC Quarterly Reports** | 4 | 4 | 4 | 4 | 4 | 4 | | 4 | | 4 | |
|  |  |  |  |  |  |  | |  | |  | |
| Military Veterans | Oversight visits HQ & prov offices | 0 | 0 | 0 | 0 | 1 | 1 | | 1 | | 1 | |
|  |  |  |  |  |  |  | |  | |  | |
| Identified Military Veterans issue | 1 | 1(database) | 1 | 0 | 1 | 1 | | 1 | | 1 | |
|  |  |  |  |  |  |  | |  | |  | |

**4.3 OUTPUT 3 – PUBLIC INVOLVEMENT AND PARTICIPATION**

**Outcome goal 3: Applicable institutional outcome orientated goal)** To increase public involvement and participation in Parliament

**Strategic objective 3:** To increase public involvement and participation by increasing public education programmes, the provision of information, and access to participate.

**Performance indicator: Annual target**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Performance indicator** | **Baseline**  **2019** | **Annual Target** | **Annual Targets** | | | | | | | | |
| 2019 | 2020 | 2021 | 2022 | | 2023 | | 2024 | |
| *Dependent on issue to “deep dive”* | 0 | 1 | 0 | 0 | 1 | | 1 | | 1 | | 1 |
|  |  |  |  |  |  | |  | |  | |  |

**4.4 OUTPUT 4 – INTERNATIONAL COOPERATION**

**Outcome goal 1:** (Applicable institutional outcome orientated goal) To represent the people by processing international agreements, treaties, conventions and conduct international study tours

**Strategic objective 1**: To partake and cooperate with international cooperation activities

**Performance indicator: Annual target**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Department/**  **Entity** | **Performance indicator** | **Baseline** | **Annual Targets** | | | | | |
| **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** |
| **Defence** | Oversight visit to DRC | 0 | 0 | 1 |  |  |  |  |
| Number of International Study Tours to benchmark identified issues | 0 | 0 |  |  | Force Structure & Force Design | Arms Control Regime (NCACC) | (Norway and UK (Reserves*)* |
|  |  |  |  |  |  |  |  |  |
| **Military Veterans** | International Study Tours to benchmark DMV benefits | 0 | 0 | 0 | USA, Vietnam & Algeria |  |  |  |
|  |  |  |  |  | | | | |
| **Armscor** | Number of International Study Tours to benchmark identified issues | 0 | 0 | Consideration of visiting related Defence Industries during above-mentioned Study Tours | | | | |
|  |  |  |  |  | | | | |
| **Castle Control Board** | Number of International Study Tours to benchmark identified issues | 0 | 0 | Consideration of visiting related Defence endowment properties/preservation of Castles by Militaries during above-mentioned Study Tours | | | | |
|  |  |  |  |  | | | | |

1. Strategic Plan for Parliament 2019 to 2024 27 February 2020, p.10 [↑](#footnote-ref-1)
2. Section 42(3) [↑](#footnote-ref-2)
3. Sections 59 & 72 [↑](#footnote-ref-3)
4. Section 40 and 41 [↑](#footnote-ref-4)
5. Section 231 [↑](#footnote-ref-5)
6. Strategic Plan for Parliament 2019 to 2024 27 February 2020, p.24 and 26 [↑](#footnote-ref-6)
7. Note this is moving target depending on the Letters from the President referred to Parliament. [↑](#footnote-ref-7)