

ANNUAL PERFORMANCE PLAN 2021/2022



A World Leading, Independent and Impartial Military Ombud Institution

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Independent & Impartial

OFFICE OF THE MILITARY OMBUD ANNUAL PERFORMANCE PLAN FOR 2021

Date of tabling: **11 March 2021**



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

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**STATEMENT BY THE MINISTER OF DEFENCE AND MILITARY VETERANS,
THE HONOURABLE MS N.N. MAPISA NQAKULA, MP**



I am deeply honoured to submit the 2021 Office of the Military Ombud Annual Performance Plan (APP) to Parliament for approval. The APP builds on many years of hard work that have contributed towards two key government priorities in support of the achievement of the National Development Plan (NDP). The first relates to building “a capable, ethical and developmental state” and the second is promoting “social cohesion and safe communities”. Both of these priorities resonate deeply with the Office and its oversight role.

The NDP outlines the long-term strategic vision for South Africa and advocates for democratic oversight. This oversight is based on strategic pillars that include professional monitoring and public participation. The Office promotes these pillars in accordance with its legislative mandate as defined within the Military Ombud Act of 2012. Furthermore, it advocates for administrative oversight, democracy, and human rights in the South African National Defence Force (SANDF). This advocacy is for the benefit of both current and former SANDF members and the citizenry at large. It is in this manner the Office aims to advance the vision of both the NDP and the Medium Term Strategic Framework. Therefore, the legitimacy of the decisions taken by the Office should contribute to the creation of sustainable solutions and policy impacts within the SANDF.

This APP sets out the Office’s plans for implementing its legal mandate. As part of its mandate, the Office analyses the administrative procedures and policies of the SANDF during the investigative process. Such analysis helps to ensure the realisation of a just and democratic administrative good within the SANDF. An appreciation of this role and its contribution towards the attainment of government priorities should encourage the continued and prioritised investment in the Office.

As Minister of Defence and Military Veterans, I support the work of the Office of the Military Ombud. I further recognise the Office’s complimentary role of promoting democratic governance on the administrative strength of the conditions of service in the SANDF. Our Constitution recognises and promotes adherence to human rights and the Office’s complaints resolution activities are aimed at realising this vision.

During the 2020/21 financial year, the SANDF was deployed to support the South African Police Service (SAPS) in its efforts to ensure compliance with the National Lockdown Regulations. This deployment was an effort to maintain public order in the face of the COVID-19 pandemic. However, some serving members overstepped their mandate towards citizens leading to complaints being lodged with the Office. The resulting investigations and recommendations highlighted gaps that required policy remediation and practises that needed administrative revision.

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In retrospect, the Office performed well in its role as an impartial watchdog and demonstrated its mandate of improving policy practices relating to the conditions of service within the SANDF. We are collectively determined to maintain public confidence and, to this end, encourage the Office to continue to take its responsibility seriously and pronounce on alleged inappropriate conduct and maladministration within the ranks of the SANDF.

I also commend the Office on its continued efforts to forge partnerships with organisations such as the Geneva Centre for Security Sector Governance (DCAF), the International Ombudsman Institute (IOI), and the African Ombudsman and Mediators Association (AOMA). Lessons have been learnt through these partnerships with like-minded organisations that have helped to enhance the Office's ability to effectively deliver its mandate. No doubt, success is guaranteed with the continued cooperation of stakeholders and communities.

We reiterate our support for the operational independence of the Office as guardians of human rights, the Constitution, and the Bill of Rights.

I wish to thank the Military Ombud, Lieutenant General (Retired) V.R. Masondo in his inaugural year for leading the Office, the Deputy Military Ombud, Advocate S.T.B. Damane-Mkosana for the support rendered to the Office, and staff members, for their cooperation and diligent work in line with Batho Pele Principles.



(MS N.N. MAPISA-NQAKULA)
MINISTER OF DEFENCE AND MILITARY VETERANS, MP

Date: 11 March 2021

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**STATEMENT BY THE MILITARY OMBUD,
LT GEN (RET) V.R. MASONDO**



As the Executive Member of the Office of the South African Military Ombud it gives me great pleasure to present the 2021 Annual Performance Plan (APP) whose objective is to provide a strategic overview and direction of performance during the year under review.

The year 2020 was a notably difficult one for organisations due to COVID-19 acting as a disruptor to most organisations. The Office took the challenge presented by the pandemic and engaged innovative means to publicise the mandate of the Office and to resolve complaints lodged in writing with the Office.

Since its inception in May 2012, the Office has dealt with more than **2752** complaints from serving members and former members of the SANDF and members of the public. The Office was able to finalise at least **2606** complaints over this eight year period.

The resolution rate of complaints is increasing at a satisfactory rate and indicative of the Office's renewed growth trajectory. It is pleasing to point out that the complaint resolution performance has improved from **47%** in the 2018/19 financial year to just above **75%** in the 2019/20 financial year. The latter translates to a total caseload of 587 of which 439 were concluded with an average turnaround time of 247 days. Undoubtedly, through rigorous internal quality assurance measures this bodes well for our strategic plan to resolve complaints expeditiously and fairly.

The Military Ombud is charged with a mandate of ensuring sound corporate governance and accountability for the Office. The following quality measures have been adopted as part of the strategic direction to facilitate accountability, transparency, and leadership in support of good governance and performance:

- Adoption of quarterly Military Ombud Staff Communication Sessions to narrow operation gaps and enable the resolution of staff concerns;
- Adherence to national government prescripts related to the national Fiscus;
- Formation of the Military Ombud COVID-19 Committee in order to ensure adherence to the National Regulations and Guidelines concerning COVID-19 which are aimed at mitigating against staff infections and high turnover.
- Establishment of the Governance, Risk and Compliance (GRC) Committee chaired by the Deputy Military Ombud. The GRC Committee seeks to strengthen proper governance and oversight of financial expenditure in line with the governing prescripts of the Public Finance Management Act No 1 of 1999 (PFMA);

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- Consistent compliance with guidance provided by Parliament through the Portfolio Committee on Defence and Joint Standing Committee on Defence;
- Engage and sanction the Department of Defence Internal Audit to conduct annual internal audits of the Office in line with Section 10 (1)(2) of the Military Ombud Act 2 of 2012 and subject to the PFMA; and
- Continuous monitoring of the Employee Training and Development Committee in order to ensure that skills training and development is in line with the strategic requirements of the Office.

Given that partnerships are central to the success of our organisation, we are proud to enjoy continued collaboration with forward-looking organisations such as the South African Local Government Association (SALGA), the South African Human Rights Commission (SAHRC), the Defence Force Service Commission (DFSC), and the National Border Management Coordination Centre (NBMCC). Furthermore, the Office remains an active participant in key activities of the African Ombudsman and Mediators Association (AOMA), the International Ombudsman Institute (IOI) and the Geneva Centre for Security Sector Governance (DCAF). It is through exchanging and benchmarking the best practices from such like-minded organisations that the Office is able to foster trust, fairness, confidence and transparency whilst resolving complaints in a seamless manner and adhere to its pleasing performance.

I am also content with the relationship my Office has formed with the Department of Defence and the South African National Defence Force. These help to promote sustained future cooperation with the Chiefs of Services and Divisions.

Lastly, I wish to thank the Minister of Defence and Military Veterans for the support rendered to my Office and staff members for their contributions towards consistently achieving the defined targets. The latter's energy and willingness inspires me to ensure that good governance and adherence to national prescripts is followed through.

I, without prejudice, therefore present the APP 2021 outlining the activities of my Office.



(LT GEN (RET) V.R. MASONDO)
MILITARY OMBUD

Date: 9 March 2021

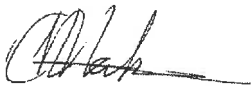
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Official Sign-off

It is hereby certified that the Office of the Military Ombud Annual Performance Plan (APP) for 2021:

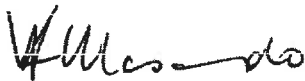
- Was developed by the Military Ombud Management team under the guidance of the Minister of Defence and Military Veterans (MOD&MV), the honourable Ms N.N. Mapisa-Nqakula.
- Was prepared in-line with the current Military Ombud Strategic Plan (2020 to 2025), relevant policies, legislation and other mandates for which the Office of the Military Ombud is responsible.
- Accurately reflects the Impact, Outcomes and Outputs (performance indicators and targets) that the Office of the Military Ombud will endeavour to achieve, within the available resources for the FY2021/22 Medium-term Expenditure Framework (MTEF).
- Performance information included in this Annual Performance Plan (APP) has been developed, managed and stored in accordance with the Military Ombud approved Standard Operating Procedure (SOP).



(M.A. MAKHALEMELE)
CHIEF CORPORATE SUPPORT
Date: 9 March 2021



(ADV. S.T.B. DAMANE-MKOSANA)
DEPUTY MILITARY OMBUD
Date: 9 March 2021



(LT GEN (RET) V.R. MASONDO)
MILITARY OMBUD
Date: 9 March 2021

Approved by:



(MS N.N. MAPISA-NQAKULA)
MINISTER OF DEFENCE AND MILITARY VETERANS, MP
Date: 11 March 2021

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GLOSSARY / ACRONYMS / ABBREVIATIONS

List of abbreviations used in this Military Ombud Annual Performance Plan:

A	APP	Annual Performance Plan
	AORC	African Ombudsman Research Centre
	AO	Accounting Officer
	AR	Annual Report
	AU	African Union
B	BC	Business Continuity
	BBBEE	Broad-Based Black Economic Empowerment
C	CMS	Case and Matter Management System
	CPSC	Central Procurement Service Centre
	CoE	Compensation of Employees
	C SANDF	Chief of the South African National Defence Force
D	DA	Delivery Agreement
	DHQ	Defence Headquarters
	DOD	Department of Defence
	DPME	Department Planning Monitoring and Evaluation
	DPM&E	Departmental Performance Monitoring and Evaluation
	DPSA	Department of Public Service and Administration
	DRP	Disaster Recovery Plan
E	EA	Executive Authority
	ENE	Estimate of National Expenditure
	ETD	Education, Training and Development
	EXCO	Executive Committee
F	FY	Financial Year
	FOSAD	Forum for South African Director-General
G	GRC	Governance, Risk and Compliance
	GDP	Gross Domestic Product
	GTAC	Government Technical Advisory Committee
H	HDI	Human Development Index
	HH	Household

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	Hon	Honourable
	HOD	Head of Department
	HR	Human Resources
I	ICT	Information, Communication Technology
	IMF	International Monetary Fund
	IT	Information Technology
J	JIT	Just in Time
M	MANCO	Management Committee
	MOD&MV	Minister of Defence and Military Veterans
	MOU	Memoranda of Understanding
	MTEF	Medium Term Expenditure Framework
	MTBS	Medium Term Budget Policy Statement
	MTSF	Medium Term Strategic Framework
N	NDP	National Development Plan, Vision 2030
	NGP	New Growth Path
	NT	National Treasury
O	OHS	Occupational Health and Safety
P	PA	Performance Agreement
	PAIA	Promotion of Access to Information Act
	PAJA	Promotion of Administrative Justice Act
	PESTLE	Political, Economical, Sociological, Technological, Legal and Environmental
	PFMA	Public Finance Management Act
R	Ret	Retired
	RSA	Republic of South Africa
S	SANDF	South African National Defence Force
	SDI	Service Delivery Innovation
	SDIP	Service Delivery Improvement Plan
	SDG	Sustainable Development Goals
	SITA	State Information Technology Agency
	SONA	State of the Nation Address
	SOP	Standard Operating Procedure

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	SMART	Simple, Measurable, Accountable, Realistic and Timeous
	SPF	Strategic Planning Framework
	SWOT	Strengths, Weaknesses, Opportunities and Threats

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PART A: MILITARY OMBUD MANDATE

VISION

“A world leading, independent and impartial Military Ombud Institution.”

MISSION

“To provide an independent, impartial and expeditious complaints resolution process for serving and former members of the SANDF and the Public to promote good governance.”

VALUES

The values as identified and listed below are important because it helps the members within the Office to grow and develop. The decisions members make are a reflection of the values and beliefs, and they are always directed towards a specific purpose. That purpose is the satisfaction of our individual or collective (organisational) needs.

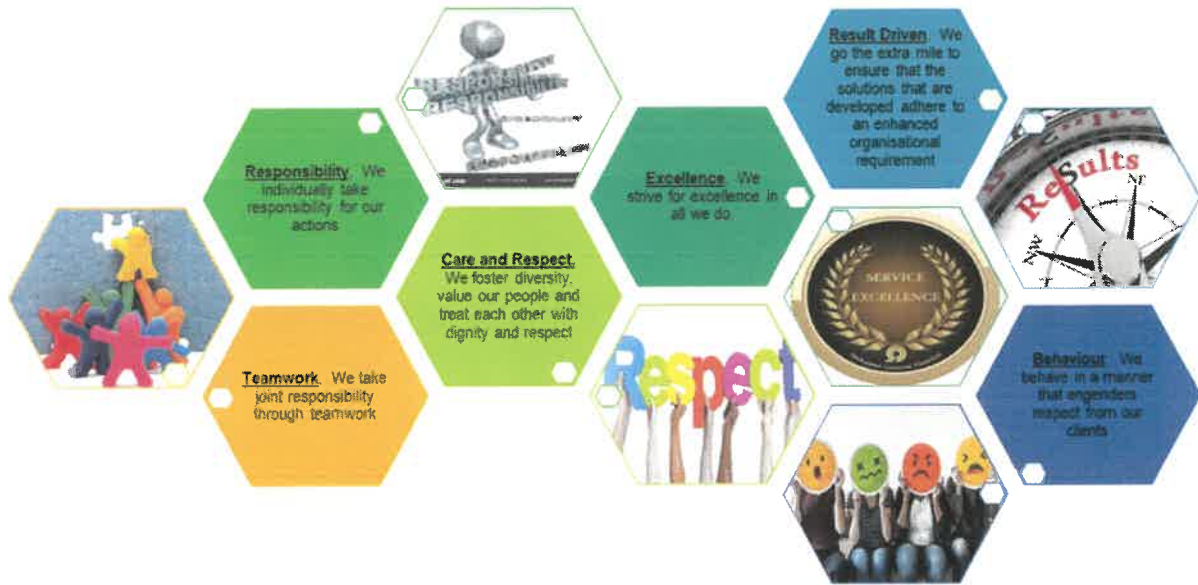
Organisational Values. Organisational values are not descriptions of the work done or the strategies employed to accomplish the mission of the Office, it is the unseen drivers of members within the Office's behaviour, based on their deeply held beliefs that drive decision-making, it furthermore reflects the work ethics and culture in support of the mission of the Office. The organisational values are depicted in figure1 below:

Figure 1: Military Ombud Organisational Values



Individual Values. In support of the organisation values the following supporting values as illustrated in figure 2 have been institutionalised within the Office:

Figure 2: Military Ombud Individual Values



LEGISLATIVE AND REGULATORY MANDATES

The mandate of the Office of the Military Ombud is captured in the Military Ombud Act, Act No 4 of 2012 which states that: *“the Office is to investigate complaints lodged in writing by –*

- (a) *a member regarding his or her conditions of service;*
- (b) *a former member regarding his or her conditions of service;*
- (c) *a member of the public regarding the official conduct of a member of the Defence Force; or*
- (d) *a person acting on behalf of a member.”*

The primary legislative mandate governing the Office of the Military Ombud is reflected in Table 1 below:

Table 1: Legislative Mandate

Legislation Mandate Description	Key Responsibilities Imposed by Legislative Mandate
Military Ombud Act, 2012 (Act 4 of 2012)	<p>The Ombud must investigate complaints lodged with the Office.</p> <p>The Ombud must investigate a complaint economically, fairly and expeditiously without fear, favour or prejudice.</p> <p>The Ombud may resolve any dispute by means of mediation, conciliation or negotiations or in any other expedient manner.</p> <p>The Ombud must promote the observance of the fundamental rights of the members of the Defence Force.</p>

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Legislation Mandate Description	Key Responsibilities Imposed by Legislative Mandate
	<p>Establishment and maintenance of an appropriate Office Human Resource function.</p> <p>Establish and maintenance of an appropriate Office Financial Management function.</p>

Table 2: Regulatory Mandates

Legislation/Other Mandate Description	Key Responsibilities Imposed by Legislative Mandate
The Constitution of the Republic of South Africa, 1996	<p>(a.) <u>Chapter 2</u> – Bill of Rights</p> <p>(b.) <u>Chapter 3</u> – Co-operative Government</p>
Public Finance Management Act, 1999 (Act No. 1)	<p><u>Section 36</u>: Furthermore, among other things, the Accounting Officer is to ensure the provision and maintenance of effective, efficient and transparent systems of financial and risk management and internal control in accordance with section 29 2 (a)(b).</p>
Defence Act, 2002 (Act No 42 of 2002)	<p>(a.) <u>Chapter 3</u> – Employment and Use of Defence Force – Section 20 Powers and duties of members while being employed.</p> <p>(b.) <u>Chapter 6</u> - Defence Intelligence - Section 37 Determination of security classification of members and employees, Section 38 Discharge of members or employees not issued with security clearances and Section 39 Notification of security clearance or refusal thereof</p> <p>(c.) <u>Chapter 8</u> - Limitations on Rights of Members of Defence Force – Section 49 Application and Section 50 Limitations of rights</p> <p>(d.) <u>Chapter 9</u> - Employment in Defence Force – Section 51 Application, Section 52 Regular Force, Section 53 Reserve Force, Section 54 Commissioned officers in Defence Force, Section 55 Pay, salaries and entitlements, Section 56 Protection of members on active service, Section 57 Compensation in case of injury or disability, Section 58 Obligation to service in time of war, state of national defence or state of emergency, Section 59 Termination of service of members of Regular Force, Section 60 Legal representation for members, Section 61 Procedures for redress of grievances and Section 62 Religious observances in Defence Force</p> <p>(e.) <u>Chapter 10</u> – Training – Section 63 Defence training institutions, Section 64 Discipline and Section 65 Designation of areas for training</p> <p>(f.) <u>Chapter 13</u> - General Administration and Support – Section 82 Regulations, Section 84 Exemptions applicable to Defence Force, Section 86 Right of recourse in respect of expenditure for injuries of members.</p> <p>(g.) <u>Chapter 16</u> - Boards of Inquiry – Section 101 Convening boards of inquiry, Section 102 Attendance of persons at board of inquiry, and witnesses and Section 103 Board of inquiry in relation to absence without leave</p> <p>(h.) <u>Chapter 17</u> - Offences and Penalties – Section 104 Offences and</p>

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Legislation/Other Mandate Description	Key Responsibilities Imposed by Legislative Mandate
	penalties and Section 105 Offensive behaviour
Labour Relations Act, 1995 (Act No 66 of 1995)	<p>The purpose of the Labour Relations Act is to advance economic development, social justice, labour peace and the democratisation of the workplace by fulfilling the primary objects such as</p> <ul style="list-style-type: none"> (a.) to give effect to and regulate the fundamental rights conferred by section 27 of the Constitution; (b.) to give effect to obligations incurred by the Republic as a member state of the International Labour Organisation; (c.) to provide a framework within which employees and their trade unions, employers and employers' organisations can- <ul style="list-style-type: none"> i. collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest; and ii. formulate industrial policy; and (d.) to promote- <ul style="list-style-type: none"> i. orderly collective bargaining; ii. collective bargaining at sectoral level; iii. employee participation in decision-making in the workplace; and iv. the effective resolution of labour disputes.
Promotion of Administrative Justice Act, 2000 (Act No 3 of 2000) (PAJA)	The Office of the Military Ombud applies the PAJA to ensure alignment between the Military Ombud Act and PAJA and furthermore to give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996;
Military Ombud Regulations, 2015	The regulations gives effect to the Section 15 of the Military Ombud Act 4 of 2012 as it applies to complaints contemplated in section 4 of the Act.
Promotion of Access to Information Act, 2000 (Act No 2 of 2000) (PAIA)	<ul style="list-style-type: none"> (a.) <u>Part 2</u> - Access to Records of Public Bodies (b.) <u>Part 3</u> - Access to Records of Private Bodies (c.) <u>Part 4</u> - Appeals Against Decisions
Protection of Personal Information Act, 2013 (Act No 4 of 2013) (POPI)	<ul style="list-style-type: none"> (a.) <u>Chapter 2</u> – Application Provisions (Lawful processing of personal information, Rights of data subjects, Exclusions) (b.) <u>Chapter 3</u> – Conditions for Lawful Processing of Personal Information (c.) <u>Chapter 4</u> – Exemption from Conditions for Processing of Personal Information (d.) <u>Chapter 10</u> – Enforcement (e.) <u>Chapter 11</u> – Offences, Penalties and Administrative Fines

REVISION TO LEGISLATION

Military Ombud Act. The Office has reviewed its legislation and has begun drafting the amendment bill. It is envisaged that the drafting process will continue together with a consultative process on the amendment bill during the FY2021/22, subsequent to consultations with the Minister at the Council on Defence (COD) on the institutional form of the Office as this will have an impact on the amendments.

MILITARY OMBUD POLICIES AND STRATEGIES

The interface between national and organisational imperatives in relation to national legislation and policy, aligned with internal policies, strategies and plans is as follows:

- National Policies/Regulatory Framework. The mandate is derived from legislation, national imperatives, national strategies and plans. The building blocks of this mandate can be found in the Military Ombud Act, Act 4 of 2012.
- Organisational Policies. Government priorities and imperatives are integrated where appropriate within the organisational policies, strategies and plans.
- Organisational Strategies. Derived from the Organisational Policies the strategies developed and institutionalised will be reviewed to ensure alignment with governments priorities and imperatives.
- Organisational Plans. Once approved and promulgated, the above set of strategies are used as basis for the development of the plans. These plans consist of among others, the Military Ombud Strategic Plan (2020/2025), 2019 – 2024 MTSF Priorities of Government, the Annual Performance Plan aligned to the Medium-Term Expenditure Framework (MTEF) three year Government Planning, Budgeting and Reporting process and the Military Ombud Annual Operational Plan as a management tool for in-year reporting.
- Organisational Reports and Evaluation. The plans are used as the basis of reporting through quarterly reports, the Annual Activity Report, the mid-term MTSF Report and the End-of-MTSF Term Assessment Report. These reports provide for both the purposes of internal management control, civil control by the Executive Authority as well as external oversight over the Military Ombud function.

PENDING COURT RULINGS

To date no court ruling has been made which can be said to have an impact on the mandate of the Office of the Military Ombud.

PART B: MILITARY OMBUD STRATEGIC FOCUS

UPDATED SITUATIONAL ANALYSIS

The situational analysis provides insight into the external and internal environments that affect the output deliverables of the Office. The matters identified in the situational analysis, is a result of the planning process including the MTSF 2019-2024 and other relevant policy documents.

External Environment Analysis. The Office applied the PESTLE analysis during the conducting of the situational analysis. This methodology/framework allows the Office to analyse key factors such as Political, Economic, Sociological, Technological, Legal and Environmental areas influencing the Offices outputs from the outside, it furthermore allows all employees insight in the external factors impacting the Office of the Military Ombud.

Table 3: Situational Analysis – PESTLE and Military Ombud Contribution (External Factors)

Political	<p>(a.) <u>Contribution to National Imperatives of Government.</u> The matters identified in the situational analysis are derived from the annual planning process that considers the National Development Plan (NDP) Vision 2030, the Medium-Term Strategic Framework (MTSF) 2019–2024, the New Growth Path (NGP), the new Sustainable Development Goals (SDG), the 2020 State of the Nation Address (SONA), the Minister of Defence and Military Veterans (MOD&MV) Delivery Agreement (DA) and the National Security Strategy.</p> <p>(b.) <u>The Medium-Term Strategic Framework 2019 - 2024.</u> The MTSF provides seven approved outcomes with their associated performance indicators and targets for achievement during the 2019 - 2024 MTSF. Each of the seven MTSF outcomes is linked to a set of activities and performance targets aimed at facilitating the achievement of the specific outcome. The content of each of the fourteen MTSF outcomes has formed the basis for the formulation and approval of a Delivery Agreement between an identified Cabinet member and the President of the Republic of South Africa (RSA). The MTSF outcomes to which the Office of the Military Ombud will contribute to, by virtue of its Legislative Mandate are as follows:</p> <ul style="list-style-type: none"> • <u>Outcome 1: A Capable, Ethical and Developmental State</u> • <u>Outcome 6: Social Cohesion and Safe Communities</u> • <u>Outcome 7: A Better Africa and World</u> <p>(c.) <u>National Development Plan (NDP).</u> The NDP states that citizens have the right to expect government to deliver certain basic services and to hold leaders accountable for their actions. They also have responsibilities to other citizens, including mutual respect, tolerance and abiding by the laws of the land. The Office of the Military Ombud directly contributes to this reciprocal relationship</p>
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by serving as a fair, independent and expeditious channel for members of the South African National Defence Force (SANDF) and the public who have unresolved differences with the Department of Defence (DOD).

(d.) The New Growth Path (NGP). Government released the Framework of the NGP aimed at enhancing growth, job creation and equity. The policy's principal target is to create five million jobs by the year 2020. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa's developmental agenda. The Office of the Military Ombud will endeavour to support the NGP through:

- *Striving towards the fulfilment of this driver not negating the fact that the Office of the Military Ombud does not lend itself to clear-cut job creation.*

(e.) Sustainable Development Goals. It is envisaged that the Office of the Military Ombud through the pursuance of its legislative mandate and utilisation of its inherent capabilities, will give support to the following selected SDG:

- Goal 5: "Achieve gender equality and empower all women and girls".
- Goal 8: "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all".
- Goal 16: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels".

(f.) The State of the Nation Address. The President highlighted that the RSA will use its membership at international, and continental bodies to promote peace and security on the Continent in support hereto the Office of the Military Ombud will continue to contribute to the AU Agenda 2063 aspirations 3, 4 and 7. Furthermore as indicated during the SONA the Office of the Military Ombud will continue to support the relevant national priorities as outlined during the SONA that include, amongst others, addressing of woman youth and people with disabilities, youth unemployment, combating of fraud and corruption, ensuring of good governance within institutions, continued implementation of austerity measures within a constrained fiscus, ensuring of sound procurement processes, the timeous payment of suppliers within 30 days and the supporting of local economies and enabling investments.

(g.) African Union (AU) Agenda 2063. The previous plans and commitments were reviewed during the development of the African Union (AU) Agenda 2063, and a pledge was made to take into account the lessons learnt such as putting mobilization of the people and their ownership of continental programmes at the core; the principle of self-reliance and Africa financing its own development; the importance of capable, inclusive and accountable states and institutions at all levels and in all spheres, the critical role of Regional Economic Communities as building blocks for continental unity, and holding ourselves and our governments and institutions accountable for results. The

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	<p>following seven (7) aspirations for Africa were developed and accepted:</p> <ol style="list-style-type: none"> 1. <i>A prosperous Africa based on inclusive growth and sustainable development</i> 2. <i>An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance</i> 3. <i>An Africa of good governance, democracy, respect for human rights, justice and the rule of law</i> 4. <i>A peaceful and secure Africa</i> 5. <i>An Africa with a strong cultural identity, common heritage, values and ethics</i> 6. <i>An Africa where development is people-driven, unleashing the potential of its women and youth</i> 7. <i>Africa as a strong, united and influential global player and partner.</i> <p>The Office will contribute to aspirations 3, 4 and 7 by means of ensuring that complaints submitted are investigated fairly and expeditiously thus indirectly impacting on good governance, respect for human rights, justice and the rule of law.</p>
<p>Economic</p>	<p>Whilst there is always a risk of a negative global economic downturn, generally, global economic growth rates are expected to improve and more particularly economic growth rates on the African continent are expected to be above the global average. Conversely the growth in the South African economy has remained flat to negative since the 2008/2009 world economic recession. This has resulted in significant fiscal pressures for South Africa.</p> <p>The under performance of the different economic sectors has resulted in the delayed implementation of the developmental initiatives in support of the National Development Plan (NDP), Vision 2030. Coupled to this are the increasing socio-economic demands and competing priorities for service delivery that further aggravate an already constrained fiscal outlook.</p> <p>With the global pandemic it is foreseen that there will be a protracted downturn in the economy and the International Monetary Fund (IMF) recently predicted that the pandemic would incite the worst economic slump since the Great Depression. This will lead to limited resources being available and government will have to curtail spending as various sectors in the economy struggle and income generated through taxes, etc will be greatly reduced.</p> <p>The Office of the Military Ombud will continuously monitor this environment and prioritise the requirements to ensure that expectation and the MTBS are aligned.</p>
<p>Social</p>	<p>(a.) <u>Internship Programmes in Government</u>. Every Government Department and Public Entity is required to employ interns for experiential training in support of the prevailing Government Job Creation Policy. The Office of the Military Ombud will continue to support the Governments plans by implementing the</p>

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	<p>utilisation of Interns within the Office.</p> <p>(b.) <u>Strengthening Synergies</u>. The creation of Ombudsman like institutions, demands clarity on the institutional purpose and the need for strengthening of synergies, including standardisation of approaches. The levels of confidence and popularity of the Military Ombud as an institution of choice necessitates a greater need to be accessible to Serving members of the SANDF, Former members and the Public including Communications, Branding and Events Management (e.g. Outreach Programme and Media Relations).</p> <p>(c.) <u>Increase in Complaints Submitted</u>. The increase in complaints submitted reinforces the need for the Office of the Military Ombud to be widely and easily accessible, swift and impactful in its own service delivery. The future vision for the Office is to create satellite/pilot offices to be visible and easily accessible to the clients of the Office giving effect to the National Footprint requirement.</p> <p>(d.) <u>Stakeholder Perception Survey</u>. During the 2021/22 financial year the Office will ensure implementation of the outcome of the perception survey done during the previous cycle. It is also planned that the perception survey will be repeated every second year to determine the impact thereof.</p>
Technological	<p>(a.) <u>Information, Communications Technology Developments</u>. Developments in Information, Communications Technology (ICT) presents opportunities for improving governance while increasing operational risks, such as cyber-crime and use of technology to conceal maladministration and corruption, the Office will ensure that this matter is addressed in the Office ICT policy.</p> <p>(b.) <u>Social Media</u>. The office is present on all social media platforms to reach its stakeholders, and ensure that the public can see all the activities that are taking place in the office.</p> <p>(c.) <u>Information Warfare</u>. Information is an asset that requires protection commensurate with its value. There has been an increase in cyber-attack both globally and domestically in the past year against departments. The Office will implement robust network security architecture, including appropriate segregation and segmentation between the IT and control system networks using firewalls and intrusion prevention/detection tools. The Office will furthermore perform continuous network security monitoring thus enabling the identification of abnormalities on the network.</p> <p>(d.) <u>4th Industrial Revolution</u>. The technological revolution is a period in which one or more technologies is replaced by other technology in a short amount of time. It is an era of accelerated technological progress characterised by new innovations whose rapid application and diffusion cause an abrupt change in society. The Office will ensure that policies and procedures address the technological revolution. It will furthermore ensure that all back-up systems are in place to facilitate rapid application should the Office be affected.</p>

<p>Legal</p>	<p>(a.) <u>Timeous Compliance with Court Decisions</u>. The Office will continue to improve the effectiveness of the interface between the Military Ombud Legal Services, the State Attorney as well as the DOD to ensure timeous compliance with court decisions.</p> <p>(b.) <u>Non-implementation of Military Ombud Recommendations</u>. The Military Ombud Act in Section 6 (8) prescribes that “if the Military Ombud upholds the complaint, the Ombud must recommend the appropriate relief for implementation to the Minister”. The Office has no provisions regarding the implementation of the recommendations and processes followed by the Minister when there is non-implementation. To address this concern a Military Ombud and CSANDF Liaison Forum was created, furthermore complex matters are escalated and monthly meetings are being scheduled between the Military Ombud and CSANDF to address these complaints.</p> <p>(c.) <u>Monies Appropriated by Parliament (Military Ombud Act Section 10 (1))</u>. Options for an alternative funding model and engagement with Parliament, National Treasury and DOD are required to position the Office as an independent and impartial institution.</p> <p>(d.) <u>Ministerial Directive</u>. The MOD&MV on 25 October 2019 signed a ministerial directive on the powers and authority of the Military Ombud. The aim of the directive was to direct the Secretary for Defence in his/her capacity as the Head of the Department (HOD) and Accounting Officer (AO) to put in place measures, structures and systems to facilitate:</p> <ol style="list-style-type: none"> 1. <i>The autonomy of the Military Ombud in the expenditure of his appropriated budget as directed in section 10 of the Military Ombud Act;</i> 2. <i>The implementation of the terms and conditions for staff of the Office of the Military Ombud without hindrance;</i> 3. <i>The adaptation of the DOD financial management system, human resources system, supply chain system or any other system to give effect to directives 1 and 2 above; and</i> 4. <i>In general the independence of the Office of the Military Ombud to ensure that it is not subjected to DOD policies or decisions where those are not in-line with the policies or decisions of the Military Ombud.</i>
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Figure 3: Sustainable Development Goals (SDG)



Internal Environment Analysis. The King IV report sets out the philosophy, principles, practices and outcomes that serve as the benchmark for corporate governance in South Africa. Corporate governance, when mindfully applied, is a fundamental component of the solution to the challenges faced by an organisation. The King IV report endeavours to link governance to value creating and the achievement of desired outcomes. The Office of the Military Ombud will strive to embrace the principles of good governance as contained in the King IV report by giving effect to the following:

Table 4: Situational Analysis – Internal Factors

<p>Human Resources</p>	<p>The Office seeks to enhance efficiency by reviewing the structure to adequately meet the mandate of the Office. It is noteworthy, however, that the Office Compensation of Employees (CoE) is underfunded compelling the organisation to postpone this requirement until funding is secured.</p> <p>The Office of the Military Ombud will invest in talent management in order to ensure that it has the right combination of talent and retain scarce skills. The approved structure of the Office consists of 89 posts, of these 63 are planned posts to be staffed.</p> <p>The total number of 60 posts are staffed. 5 are women in senior management positions, 15 (11 women and 4 men) are youth, as prescribed in the Youth Commissions Act and 0 disabled people.</p>
<p>Financial</p>	<p>Owing to South Africa's gross domestic product growth projections of approximately 3%, the inflation rate of about 3%, the Office should not expect a growth in the budget allocation. This should be considered against the present high cost of South Africa having to service international loans, the pressure on government to provide free education, the social grants, national health insurance, and the priorities of the Medium Term Strategic Framework focussing on socio-economic development of the country.</p> <p>The South African economy is being further hampered by the effects of the global pandemic (COVID 19). Businesses have had to close doors to curtail the spread of the virus and this will lead to a lower income for government through taxes, making less funding available for the aforementioned requirements of government.</p> <p>The Office will continue to develop plans to prioritise and work more efficient and effective.</p>
<p>Information Communication and Technology</p>	<p>The Office will strengthen its IT policy, strategy and plans by institutionalising an IT Governance Framework, including the securing and development of IT platforms commensurate with specific requirements. The institutionalisation of the latter Framework will be achieved by monitoring and evaluating its investment in and expenditure on IT, thereby ensuring that information assets are managed effectively.</p>

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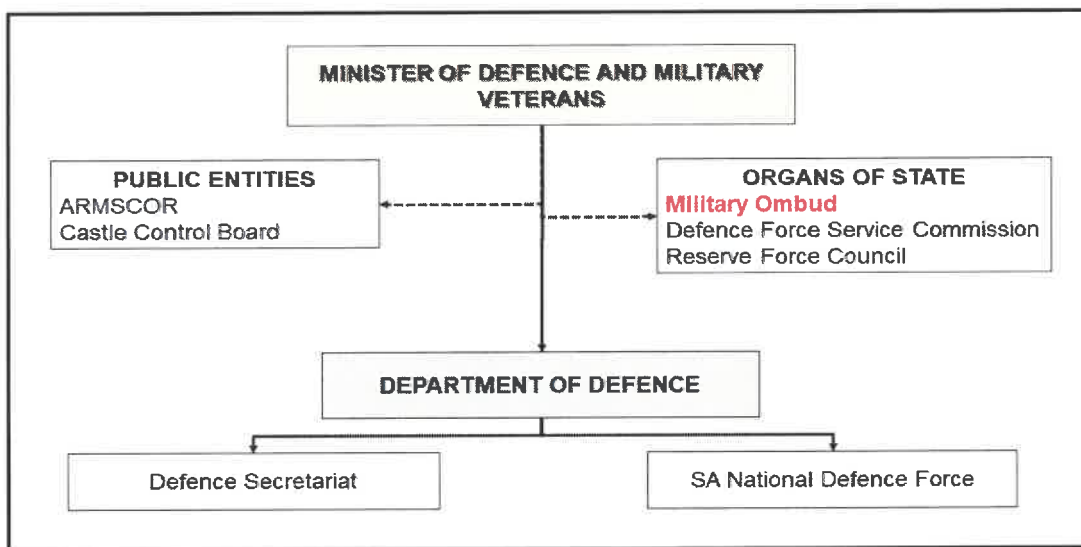
<p>Ethics and Integrity</p>	<p>Ethics and Integrity are of utmost importance within the Office to ensure independence and objectivity and thus are included in the Office's Code of Conduct and the Values.</p> <p>The intention of including Ethics and Integrity into the Code of Conduct and as a value was primarily to strengthen the Office's measures for managing ethical conduct and promoting integrity.</p> <p>Effective management of fraud and corruption risks should focus on the key areas of prevention, detection and response. The unfortunate reality is that perpetrators of fraud are constantly adapting their approach and managing the risk of fraud within organisations. The following activities will be implemented:</p> <ul style="list-style-type: none"> • Institutionalise an effective fraud prevention strategy; • Effective fraud risk assessments; • Optimise the use of technology in detecting fraud; • Assessing employee awareness; • Eliminating conflicts of interests; and • Creating awareness.
<p>Governance and Risk</p>	<p>The Office will continue to dedicate and commit its efforts towards an effective enterprise risk management approach by the following:</p> <ul style="list-style-type: none"> • <i>The development and implementation of a Governance Risk and Compliance (GRC) Policy and Procedure, which will direct the Office towards an integrated, structured and systematic risk management process.</i> <p>The aim of the GRC policy and procedure is to address and institutionalise internal controls and good governance. Some of the activities to be addressed by the GRC policy are:</p> <ul style="list-style-type: none"> • Reduction of negative audits opinions; • Elimination of fruitless and wasteful expenditure; and • Compliance with the regulatory framework. <p>The Military Ombud enterprise risks continued to be subjected to regular monitoring and scrutiny by relevant management committees and supervisory governance structures such as the Executive Committee (EXCO) and Management Committee (MANCO).</p> <p>A need for training has been identified and members of the Office will be trained to capacitate them fully to execute the risk management function.</p> <p>Risk management is substantially embedded in the strategic management process of the Office of the Military Ombud striving towards the optimal achievement of the Office's outputs.</p>

ORGANISATIONAL ENVIRONMENT

The Office of the Military Ombud is an Organ of State reporting to the MOD&MV, as the Executive Authority. The management and control of the Office resides with the Military Ombud.

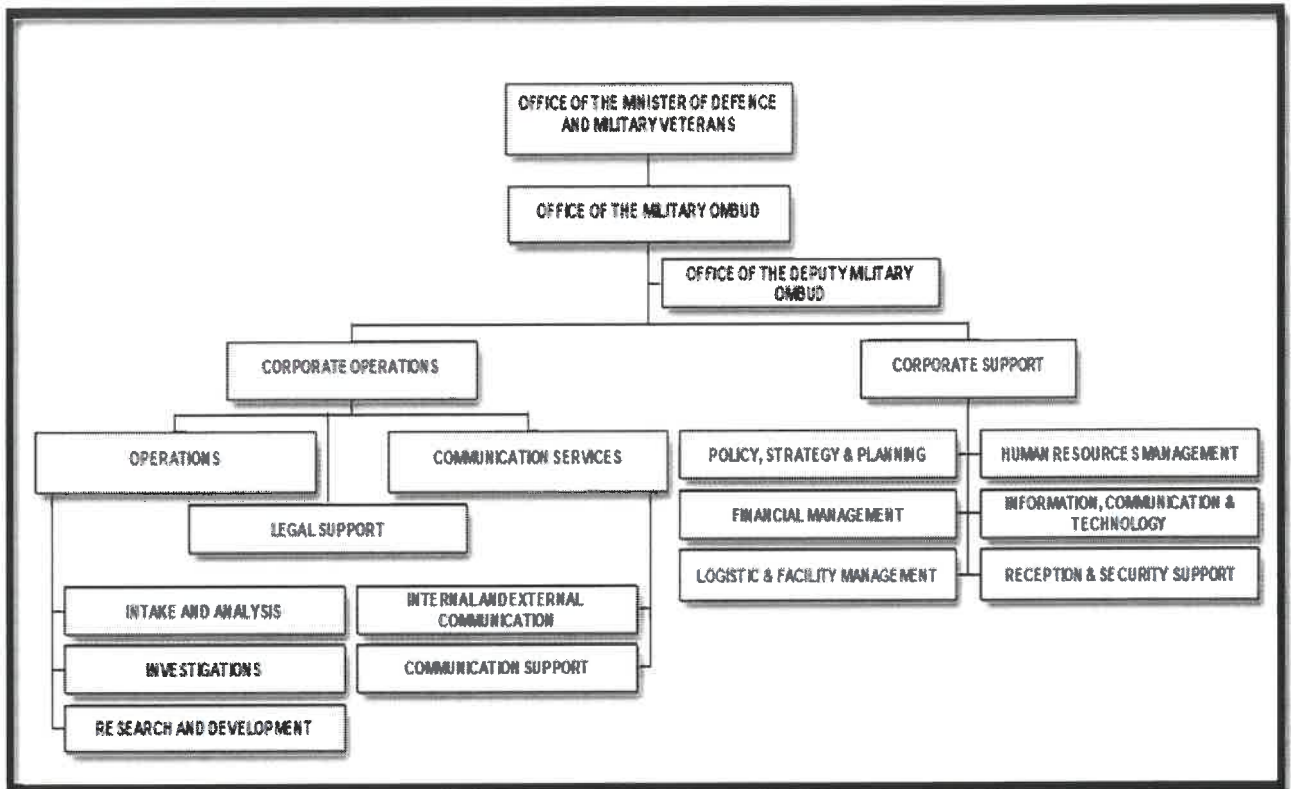
The organisational structure is informed by the current mandate, vision, outcomes and processes. The organisational structure as depicted in figure 6 below provides for structures that enable the execution of the mandate of the Office this will furthermore enable the management and reporting arrangements of the organisational units. The current organisational structure was approved during June 2012 and comprises of two (2) functional lines namely Operations Management and Corporate Support. The approved organisational structure of the Office has never been fully funded, which hampers its ability to pursue the mandate.

Figure 4: Reporting Lines



The current approved organisational structure of the Office consists of 89 posts of which 66% (59 posts) focus on the execution of the core business, namely Operations.

Figure 5: Organisational Structure of the Office

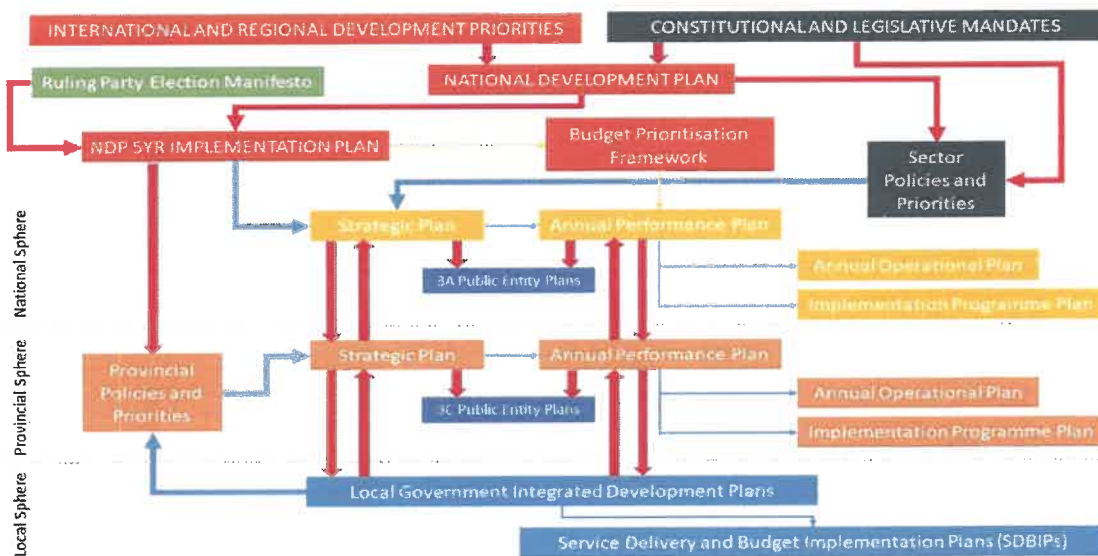


PART C: MEASURING OF THE MILITARY OMBUD PERFORMANCE

MILITARY OMBUD PERFORMANCE INFORMATION

Over the 2019-2024 MTSF period, the Office will continue to support the Government's priorities and ultimately the National Development Plan, Vision 2030 as well as the NDP 5-year Implementation Plan. To ensure the Office's alignment with the National, Provincial and Local Government Planning Cycle, as articulated in the Revised Framework, as reflected in Figure 6 below, the Office will update its current Strategic Planning Framework.

Figure 6: National, Provincial and Local Government Planning Alignment

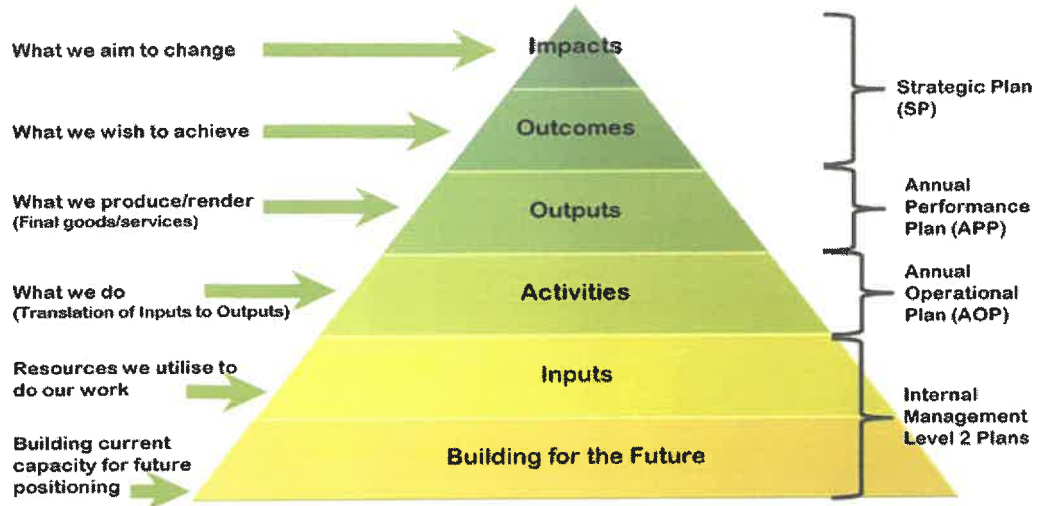


The updated/revised Strategic Planning Framework (SPF) will continue to provide the norms and standards within which the Office outcomes-based planning, budgeting, reporting and risk management process are executed in the realisation of the office's mandate.

The updated/revised SPF will aim at primarily ensuring the following:

- The implementation of the outcomes-based (logic model) planning, budgeting, reporting and risk management in the Office of the Military Ombud. (Figure 7)
- The alignment of planning, budgeting, monitoring and evaluation (reporting) processes and risk management of the Office with the requirements of national legislation.
- Improved output delivery accountability and compliance.
- Office of the Military Ombud performance information management focused strategically on meeting the mandate as aligned with the intent and priorities of Government.

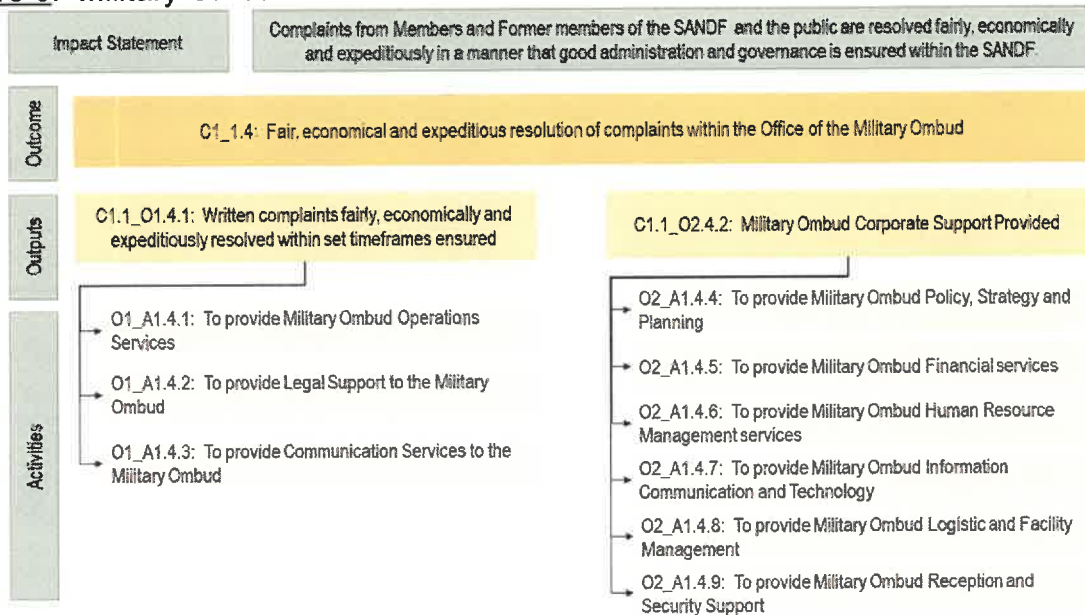
Figure 7: Logic Model (Result Based Concepts)



The above result based model and the components provided therein, systematically add value to the Office of the Military Ombud when supported by well-defined and auditable performance information (Impact, Outcome, Output, Performance Indicators and Targets), thereby providing for and enabling the “measuring of what must be done and what has been achieved”.

For the Office of the Military Ombud to ensure alignment with its legislative mandate and the Results-Based Model, the Military Ombud Results-Based Model is reflected in Figure 8. The activities included in the Military Ombud Results-Based Model will be managed through the Office of the Military Ombud Annual Operational Plan (AOP) for 2021.

Figure 8: Military Ombud Results-Based Model



OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

For the Office to ensure alignment with its Legislative Mandate, the impact statement as captured in the Office’s strategic plan is reflected in Table 5 below:

Table 5: Impact Statement

Impact Statement	Complaints from Members and Former members of the SANDF and the public are resolved fairly, economically and expeditiously in a manner that good administration and governance is ensured within the SANDF.
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Measuring of the Outcomes. The detailed performance outcomes in support of the above Impact Statement is provided in table 6 below.

Table 6: Measuring of Outcomes

Outcome	Outcome Indicator	Baseline	Five Year Target
Fair, economical and expeditious resolution of written complaints	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	73%	73%
Accountable and effective governance of the Office of the Military Ombud	Percentage of Military Ombud accountability documents submitted in accordance with National prescripts	100%	100%

The outcomes of the Office as defined above highlights what the Office aims to achieve. The strategic outcomes are directly related to/aligned with the legislative mandate of the Office.

Table 7: Outcomes, Outputs, Performance Indicators and Targets for 2021/22 MTEF

Outcome	Output	Output Indicator	Annual Targets									
			Audited Performance			Estimated Performance 19/20	MTEF Period					
			16/17	17/18	18/19		20/21	21/22	22/23	23/24	24/25	
Fair, economical and expeditious resolution of written complaints	Written complaints fairly, economically and expeditiously resolved within set timeframes	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	New Indicator			73%	73%	73%	73%	73%	73%	
	Simple Complaints resolved bi-annually	Percentage investigation and resolution of simple complaints bi-annually	New Indicator			75%	75%	75%	75%	75%	75%	
	Complex Complaints resolved annually	Percentage investigation and resolution of complex complaints annually	New Indicator			70%	70%	70%	70%	70%	70%	
	Carry over complaints resolved quarterly	Percentage investigation and resolution of carry over complaints quarterly	New Indicator			75%	75%	75%	75%	75%	75%	
	Accountable and effective governance of the Office of the Military Ombud	An accountable, effective and compliant Military Ombud Office	Percentage of Military Ombud accountability documents submitted in accordance with National prescripts	100%	100%	100%	100%	100%	100%	100%	100%	100%
		Submission of the Military Ombud Annual	Percentage compliance with Military Ombud Act	100%	100%	100%	100%	100%	100%	100%	100%	100%

Outcome	Output	Output Indicator	Annual Targets														
			Audited Performance			Estimated Performance	MTEF Period										
	Activity Report to the Executive Authority	Prescripts	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	100%	100%	100%	100%	100%	100%
	Submission of the Military Ombud Annual Performance Plan to the Executive Authority as part of the DOD Master Record Index for Plans	Percentage compliance with National Prescripts															

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INDICATORS, ANNUAL AND QUARTERLY TARGETS

The annual and quarterly targets of the outputs as described above are defined in table 8 below.

Table 8: Indicators, Annual and Quarterly Targets for FY2021/22.

Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	73%	-	-	-	73%
<i>Percentage investigation and resolution of simple complaints bi-annually</i>	75%	-	75%	-	-
<i>Percentage investigation and resolution of complex complaints annually</i>	70%	-	-	-	70%
<i>Percentage investigation and resolution of carry over complaints quarterly</i>	75%	75%	75%	75%	75%
Percentage of Military Ombud accountability documents submitted in accordance with National prescripts	100%	100%	100%	100%	100%
<i>Percentage compliance with Military Ombud Act Prescripts</i>	100%	100%	-	-	-
<i>Percentage compliance with National Prescripts</i>	100%	100% (1 x Quarterly Report)	100% (1 x Quarterly Report)	100% (1 x Quarterly Report)	100% (1 x APP and 1 x Quarterly Report)

PLANNED PERFORMANCE OVER THE MEDIUM TERM PERIOD

The Legislative mandate is to “investigate and ensure that written complaints are resolved in a fair, economical and expeditious manner”. For the Office to ensure compliance with the Legislative mandate as well as the Revised Framework for Strategic Plans and Annual Performance Plans by the Department of Planning, Monitoring and Evaluation, the Office has developed/reconfigured two (2) strategic outcomes that are aligned to the mandate and the MTSF priorities 2019 to 2024.

Outcome 1 measures the core objective of the Office of the Military Ombud as derived from the Military Ombud Act, 4 of 2012. Whilst Outcome 2 measures the extent at

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which the Office adheres to government prescripts and the controls that are put in place to ensure compliance thereof, in achieving the MTSF priorities.

In support of the National Development Plan, Vision 2030 and the NDP Implementation Plan the Office will directly contribute to the following MTSF Priorities, namely:

- Outcome 1 addressed the direct contribution of the Office of the Military Ombud towards MTSF Priority 7 of the MTSF 2019 – 2024.
- The Office will indirectly contribute towards the following MTSF Priorities as follows:
 - Outcome 1: A Capable, Ethical and Developmental State
 - Outcome 6: Social Cohesion and Safe Communities
 - Outcome 7: A Better Africa and World

For the 2019-2024 MTSF, the Office of the Military Ombud will continue to support the Governmental imperatives within the resource allocation.

Contribution to National Imperatives. In pursuance of its legislative mandate, the Office contributes to the following national imperatives informing the development of planning instruments, through inherent capabilities.

- National Development Plan (NDP);
- Vision 2030;
- Medium Term Strategic Framework (MTSF) 2019 – 2024;
- New Growth Path (NGP);
- Sustainable Development Goals (SGD);
- State of the Nation Address (SONA);
- National Security Strategy; and the
- Minister of Defence and Military Veterans Delivery Agreement (MOD&MV DA).

PROGRAMME RESOURCE CONSIDERATIONS

The Expenditure of National Estimates for the Office of the Military Ombud for FY2021/22 to FY2023/24 is indicated in Table 9 and 10 below.

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Table 9: Full Cost for FY2021/22 to FY2022/23.

Sub-Programme	FY2021/22		FY2022/23		FY2023/24	
	Full Cost	Budgeted Amount	Full Cost	Budgeted Amount	Full Cost	Budgeted Amount
Military Ombud ¹	R91 473	R56 122	R96 535	R66 730	R96 461	R67 163
Total	R91 473	R56 122	R96 535	R66 730	R96 461	R67 163
Funding Deviation	-R29 732		-R20 645		-R21 217	

Table 10: Expenditure for FY2021/22 to FY2022/23.

Economic Classification	Economic Classification 3 rd Level	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Payments	Compensation of Employees	35,474	37,445	41,514	43,742	38,738	38,764	39,137
	Goods and Services	8,114	10,444	10,134	10,125	15,629	26,209	26,239
Payments Total		43,588	47,888	51,647	53,867	54,366	64,972	65,375
Transfers and Subsidies	Departmental Agencies and Accounts	1	0	1	1	1	1	1
	Households (HH)	50	392	728	430	138	140	142
	Provincial and Local Government	7	9	8	9	8	8	8
Transfers and Subsidies Total		59	400	737	441	148	150	152
Purchase / Construction Capital Assets	Machinery and Equipment	620	809	699	895	1,256	1,256	1,284
	Software and Intangible Assets	0	36	0	0	352	352	352
Purchase/Construction Capital Assets Total		620	846	699	895	1,608	1,608	1,636
Grand Total		44,266	49,134	53,083	55,203	56,122	66,730	67,163

The total budget allocation for FY2021/22 for the Office of the Military Ombud is R56,122 million and the expenditure trends are reflected in table 10. The increase in the baseline when looking at the seven (7) year figures is linked to the increase in personnel as the Office has grown and personnel have been appointed to ensure effective and efficient service delivery. There is, however, a decrease in the COE allocation for the 2021 MTEF and this is being addressed with the DOD as the staff compliment of the Office has not decreased.

The total HR budget allocation is R38,738 million. There is a decrease in the HR allocation compared to the expenditure of previous years. This decrease in the allocation is a matter of serious concern as it does not provide for the current sixty three (63) planned posts in the Office. The decrease is a result of the COE allocation of the

¹ The Office of the Military Ombud is a sub-programme within the DOD Programme 1 Administration and receive an earmarked budget allocation from the Department.

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Office being further reduced by the DOD for the MTEF due to a COE reduction for the DOD with the latest letter of allocation from NT.

The operating budget is R17,384 million. The operating budget of R17,384 million remains to satisfy all the operational requirements of which the largest cost drivers being Subsistence and Travel (S&T) of R3,145 million, computer services for R4,731 million, R1,566 million for training and development which includes the hosting of the annual symposium and training of personnel to ensure that the investigators are using international best practices and R1,703 million for advertising which includes the placing of adverts in national and local newspapers and on various radio stations to promote the existence of the Office to the public.

ENTERPRISE RISK MANAGEMENT

The Office continues to pursue its commitment towards the enabling of the effective management of risks throughout the organisation through the continuous adoption of best practices and methodologies relating to enterprise risk management.

The responsibility for maintaining effective risk management and control processes lies with management and all members of the Office of the Military Ombud. The management responsibilities relating to risks management include ensuring that risks are identified, assessed and prioritised, and are complete, accurate and appropriate.

The key to an economical and efficient risk program is control over the risk management functions with assurance that actions performed are desirable, necessary, and effective to reduce the overall cost of operational risk. Although accidental losses are unforeseen and unplanned, there are methods which can make events more predictable. The more predictable an event, the less risk is involved since the occurrence can be prevented or mitigated; or, at minimum, expenses can be estimated and budgeted for. The Office of the Military Ombud is in process of establishing its approach towards risk management in line with legislative requirements as stipulated in Section 38(1) of the PFMA (Act 1 of 1999), as amended and Section 3.2 of the Treasury Regulations. Furthermore, the National Public Sector Risk Management Framework encourages Government departments to implement an enterprise-wide risk management framework that spans the whole organisation. This endeavour is geared towards ensuring that enterprise risks are identified, taking into consideration the continually evolving risks caused by advances in technology and a greater reliance on intangible assets, and to provide reasonable assurance in view of achieving organisational outputs. The key risks identified and aligned to the strategic outcomes of the organisation are included in Table 11.

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Table 11: Enterprise Risks with Risk Mitigation from the Strategic Plan

Risk Ref No	Risk Description	Risk Response
MO01/19	<p><u>The Military Ombud Act does not address the governance and accountability framework.</u> The Military Ombud Act, Act 4 of 2012 does not address the scope of the Military Ombud function which influences the accountability framework, resolution enforcement and powers. The Act furthermore is not aligned with higher order legislation (PFMA) wrt reporting timeframes.</p>	<p>The Office will follow the Legislative amendment/review process to ensure updating and alignment of the Military Ombud Act.</p>
MO02/19	<p><u>The independence of the Office is at risk.</u> The credibility of the Military Ombud to deliver on the mandate is compromised due to a lack of understanding and trust by all stakeholders.</p>	<p>The Office will conduct a number of outreach events, including radio interviews to promote the image, clarify the mandate and engage with stakeholders to ensure that the Office is seen to be independent and fair wrt the finalisation of complaints.</p>
MO01/20	<p><u>Shortfall on Compensation of Employees (CoE) Budget.</u> Since the Office was created as a line-item, numerous requests were submitted to the DOD explaining that the allocation did not fulfill the requirement wrt the number of staffed posts.</p>	<p>The Military Ombud will address this matter with the Executive Authority.</p>

PUBLIC ENTITIES

There are no public entities reporting to the Military Ombud.

INFRASTRUCTURE PROJECTS

There are currently no projects listed.

PUBLIC PRIVATE PARTNERSHIPS

There are no registered public-private partnerships within the Office of the Military Ombud.

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PART D: TECHNICAL INDICATOR DESCRIPTION

Indicator Title	PERCENTAGE OF WRITTEN COMPLAINTS RESOLVED, FAIRLY, ECONOMICALLY AND EXPEDITIOUSLY WITHIN THE OFFICE OF THE MILITARY OMBUD
Definition	<p>The Military Ombud Act 4 of 2012 establishes the Office with the objective to investigate and ensure that complaints are finalised in a fair, economical and expeditious manner. The Military Ombud Complaints Regulations, 2015 prescribes in Regulations 5, 6 and 7 that:</p> <ol style="list-style-type: none"> 1. The Ombud must issue a written acknowledgment of receipt, including the case reference number to the complainant within 14 days of receipt of the complaint. 2. The Ombud must, within 21 days after issuing an acknowledgment of receipt in writing, notify the complainant of his or her decision to investigate the complaint; refuse to investigate the complaint or request additional information or clarity on the information submitted. 3. The Ombud may condone the late submission of a complaint and must inform the complainant of the outcome of the application within 28 days of receipt thereof. 4. The Ombud must investigate complaints subject to the provisions of the Act and resolve it.
Source of Data	Complaints Register
Method of Calculation or Assessment	<p>Score (% Progress) = (percentage of simple complaints resolved per annum + percentage of complex complaints resolved per annum + percentage of carry over complaints resolved within an annum) / 3</p> <p><u>Simple complaints Score</u> = The measure will be calculated as follows:</p> <ol style="list-style-type: none"> 1. Number of simple complaints resolved within 180 days / Number of simple complaints resolved during the Financial Year x 100. 2. Turn around Times to be calculated as Number of Days from Date of Receipt to Number of Days until resolved. 3. Resolved to include quick resolution matters, matters resolved via ADR, referred and dismissed at Intake level. <p><u>Complex Complaints Score</u> = The measure will be calculated as follows:</p> <ol style="list-style-type: none"> 1. Number of complex complaints resolved within annually / Number of complex complaints received during the Financial Year x 100. 2. Turn around Times to be calculated as Number of Days from Date of Receipt to Number of Days until resolved. 3. Resolved to include matters investigated and investigation reports submitted to the Minister <p><u>Carry Over Complaints Score</u> = The measure will be calculated as follows:</p> <ol style="list-style-type: none"> 1. Number of carry over complaints resolved annually / Number of carry over complaints x 100.

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	<ol style="list-style-type: none"> 2. Turn Around Times to be calculated as Number of Days from Date of Receipt to Number of Days until resolved. 3. Resolved to include matters investigated and investigation reports submitted to the Minister 4. Carry Over Complaints means all outstanding complex at the end of the Financial Year
Assumptions	-
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Cumulative
Desired Performance	73%
Indicator Responsibility	Chief Director Operations

Indicator Title	PERCENTAGE OF MILITARY OMBUD ACCOUNTABILITY DOCUMENTS SUBMITTED IN ACCORDANCE WITH NATIONAL PRESCRIPTS
Definition²	<p>The indicator describes the compliance by the Office in terms of the annually approved timeline for Planning, Budgeting, Reporting and Risk Management that directs the development of accountability documents for submission to the Minister of Defence and Military Veterans (MOD&MV) for processing as per the National prescripts.</p> <p>Accountability documents to be submitted by the Military Ombud to the MOD&MV for Tabling in Parliament included in this indicator as per the Strategic Planning Framework are:</p> <ol style="list-style-type: none"> 1. Policy Development – Policy Documents 2. Strategic Planning – Strategic Plan (5 years) and Annual Performance Plan 3. Business Planning and Budgeting 4. Implementation and In/End Year Reporting – Quarterly Reports 5. Risk Management 6. Annual Activity Report 7. SMS Agreements 8. SMS Financial Disclosures 9. End of Term Reporting
Source of Data	Higher Order Policy Proof of submission to Executive Authority and the safekeeping.
Method of Calculation or Assessment	<p>Actual number of accountability documents submitted divided by total number of accountability documents required to be submitted.</p> <p>Y = Total number of accountability documents submitted in accordance with legislative/national prescripts.</p> <p>T = Total number of accountability documents required to the submitted.</p>

² These plans and are included in the DOD Master Record Index for Plans or create an additional TID to address the Military 's plans

RESTRICTED

	SCORE = Y / T X 100%
Assumptions	<ol style="list-style-type: none"> 1. Functional Authorities have clearly articulated and approved Performance Agreements referring to the responsibility to manage the relevant functional and support plans. 2. Internal control mechanisms have been established by the applicable Chief Directors to ensure quality control and compliance with applicable National and Departmental Timelines. 3. Functional Authorities to ensure the submission are accurately reflected in the published DOD Timeline and the Military Ombud timeline/s.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Desired Performance	100%
Indicator Responsibility	Chief Corporate Support