

Defence Force Service Commission

Annual Report

FY2015/2016



defence force service commission

Department:
Defence
REPUBLIC OF SOUTH AFRICA



Defence Force Service Commission

"In Support of SANDF Soldiers"

Annual Report FY2015/2016



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Ms N. Mapisa-Nqakula

Minister of Defence and Military Veterans

Executive Authority of the Defence Force Service Commission

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PART A

GENERAL INFORMATION

1. PUBLIC ENTITY: GENERAL INFORMATION

LEGISLATIVE NAME:	Defence Force Service Commission
PHYSICAL ADDRESS:	c/o Nossob and Jochemus Streets Kasteelpark Leerdam Building Erasmus Kloof Pretoria 0181
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FAX NUMBER:	012 367 9346
E-MAIL ADDRESS:	dfscza@gmail.com
CHAIRPERSON:	Professor E.L. van Harte
DEPUTY CHAIRPERSON:	Major General (retired) B.H. Holomisa
HEAD OF SECRETARIAT:	Mr M.M.P. Motsepe

2. LIST OF ABBREVIATIONS / ACRONYMS

AGSA:	Auditor General of South Africa
APP:	Annual Performance Plan
BCC:	Budget Control Committee
Brig Gen:	Brigadier General
CFO:	Chief Finance Officer
CHR:	Chief Human Resources
Col:	Colonel
COLET:	College of Educational Technology
COS:	Conditions of Service
CPR:	Central Personnel Register
C SANDF:	Chief of the South African National Defence Force
DAP:	Defence Act Personnel
DFSC:	Defence Force Service Commission
DFSC-PRC:	Defence Force Service Commission Policy Review Committee
DIMS:	Directorate Integrated Management Systems
DOD:	Department of Defence
DPBEC:	Departmental Programme and Budget Evaluation Committee
ETD:	Education, Training and Development
FA:	Financial Authority
FAs:	Financial Authorities
FY:	Financial Year
Gen:	General
GOC:	General Officer Commanding
HR:	Human Resource
ICCS:	Intelligence Council on Conditions of Service
INDFSC:	Interim National Defence Force Service Commission
Lt Gen:	Lieutenant General
Maj Gen:	Major General
MCC:	Military Command Council
MLSD:	Military Legal Services Division
MOD:	Ministry of Defence
MOD&MV:	Minister of Defence and Military Veterans
MOU:	Memorandum of Understanding

NDF:	Namibia Defence Force
NSF:	National Statutory Forces
NT:	National Treasury
OSD:	Occupational Specific Dispensation
DFSC-PSBC:	Defence Force Service Committee Pay and Service Benefits Committee
PSAP:	Public Service Act Personnel
RFC:	Reserve Force Council
RSA:	Republic of South Africa
SAA:	South African Army
SAAF:	South African Air Force
SAMHS:	South African Military Health Service
SAN:	South African Navy
SANDF:	South African National Defence Force
SANDU:	South African National Defence Force Union
SASFU:	South African Security Forces Union
Sec Def:	Secretary for Defence
SG:	Surgeon General
SONA:	State of the Nation Address
ZDF:	Zimbabwe Defence Forces

3. FOREWORD BY THE HONOURABLE MINISTER OF DEFENCE AND MILITARY VETERANS, MS N.N. MAPISA-NQAKULA, MP



It is with great pleasure to report on the achievements and in-roads made by the Defence Force Service Commission during the reporting period of FY2015/16. It gives me a general good feeling which becomes more evident with every report that is presented to me, demonstrating the Commission's endeavour to create a unique and fair dispensation for the men and women in uniform.

The Commission continues to execute its mandate and uphold its commitment for the improvement of conditions of service for members of the SANDF. The latter is demonstrated through the consultative and benchmarking visits undertaken by the DFSC during the reporting period, where it interacted with SANDF members and members from other Defence Forces. These visits continue to deepen the Commission's understanding of the conditions of service that members are exposed that need to be improved, and learn more about the good practices during benchmarking visits, to help improve service conditions of our SANDF members.

Finally, I would like to express my thanks and appreciation to the DFSC and the Secretariat and wish them well going forward in their quest to fulfil their mandatory obligations of ensuring the improvement of the service conditions for SANDF members. I truly believe that we will be able to build a future SANDF, guided by the aspirations contained in the Defence Review 2015.

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

4. FOREWORD BY THE SECRETARY FOR DEFENCE, DIRECTOR-GENERAL, DR S.M. GULUBE



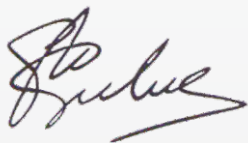
The Defence Force Service Commission (DFSC), is legislated in terms of the Defence Amendment Act, Act No 22 of 2010, to make recommendations to the Minister of Defence and Military Veterans (MOD&MV) concerning conditions of service of members of the SANDF and to provide for matters connected with the service.

The tabling and implementation of recommendations, is among other things, also dependent on close strategic collaborations with internal and external stakeholders to the DOD/SANDF. The Commission continues to strengthen its relationship with the offices of MOD&MV, Secretary for Defence, CSANDF, Services and Divisions Chiefs within the DOD. The Commission continuously supports major military, civil as well as cultural events, in collaboration with other stakeholders, such as, the SANDF Educational Trust, and the launch of the National Industry Defence Council, in order to strengthen relationships with stakeholders.

The benchmarking foreign visits undertaken by the Commission to the Namibian Defence Force (NDF) and Zimbabwe Defence Force (ZDF) during the period under review, provided the Commission with the opportunity to learn about the many similarities from the two countries in terms of processes and systems of leave, allowance, to name but a few. The Commission has further learned the importance of having clearly defined measures to look after the soldiers post their retirement stage, to avert a security risk of having retired, skilled soldiers becoming potential recruits for internal and external renegade forces.

I would like to thank the Defence Force Service Commission, as a strategic partner in the DOD, for supporting the implementation of the Defence Review 2015.

The DOD acknowledges the role of the Commission and the impact it made in the year under review. My office will always avail continued support to the Commission.

A handwritten signature in dark ink, appearing to read 'S.M. Gulube', with a stylized, sweeping flourish at the end.

(DR S.M. GULUBE)
SECRETARY FOR DEFENCE: DIRECTOR-GENERAL

5. FOREWORD BY THE CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE, GENERAL S.Z. SHOKE



The Defence Force Service Commission (DFSC) was formed in 2010 by an act of parliament (Act No 22 of 2010) to ensure that the conditions of service of the enlisted men and women in uniform in the SANDF are taken care of.

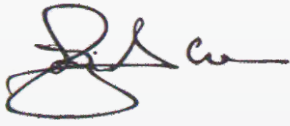
Since the inception of the DFSC there is often cooperation between the two institutions, namely, the DFSC and the SANDF.

We, in the SANDF, welcome and embrace the commission because we believe that it will help in articulating the conditions of service that are affecting members of the SANDF.

In the past, the defence force members were like outsiders to the Public Service Commission (PSC) and no one addressed the concerns of the members of the defence force.

We believe that the work of the DFSC will help in dealing with the hygienic factors that affect the soldiers, thus, contributing to job satisfaction, high morale and operational effectiveness of the SANDF.

The success of the DFSC is dependent on the unqualified support of the SANDF and its members, and the openness in which we will engage with them.

A handwritten signature in dark ink, appearing to read 'S.Z. Shoke', with a stylized, looped initial 'S'.

(S.Z. SHOKE)
CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE: GENERAL

6. FOREWORD BY THE CHAIRPERSON OF THE DEFENCE FORCE SERVICE COMMISSION, PROFESSOR E.L. VAN HARTE



As we stand on the horizon and look back at the third period of an interesting and profound journey of the fairly young permanent Defence Force Service Commission (DFSC) we feel justified to present our Annual Report FY2015/2016 with some notion of accomplishment. The vision of the Honourable Minister of Defence and Military Veterans, Ms N.N. Mapisa-Nqakula, 'to create a unique and fair dispensation for men and women in uniform that are willing to risk their lives to serve our country', has imperviously been prominent on the agenda of the DFSC in everything that we endeavoured to execute our mandate.

During the FY2015/16, the DFSC operated with the full capacity of commissioners, and with just under 50% staff compliment, we managed to overachieve in some areas in terms of our mandate as required by Section 62, of the Defence Amendment Act (Act No. 22 of 2010). Looking back at the past period, I am reminded of a Justin Sewell quotation, "a few harmless flakes working together can unleash an avalanche of destruction". Consequently, this was the single most important reason for our success, together with the exceptional relationship that was harnessed with the leadership of the SANDF. Our commitment and determination towards success can only be attributed to working as one team with the Arms of Services and Divisions. We wish to express special appreciation to the Honourable MOD&MV, Sec Def and C SANDF for their support whenever we needed it.

The Commission was enthused by the local and international interactions that have taken place during the past 12 months. Consequently, the visits to the bases and contact with our uniformed members have given us a deeper and insightful understanding of the challenges that requires our attention. Interactions with uniformed members at all levels have inspired the Commission to stand resolute as a beacon of hope and strength in representing the needs and aspirations of SANDF members.

With the premise that South Africa represents a beacon of hope for peacekeeping in Africa, we have engaged with Zimbabwe and Namibia with the intention of strengthening the relationships between our neighbouring Defence Forces in order to benefit from mutual understanding of conditions of service for soldiers that enhance a combat ready force. Our entire delegation was inspired when visiting Zimbabwe as we were exposed to profound levels of patriotism and progressive civil military relations. We were equally impressed with the Namibian model of ensuring employment for soldiers after their exit from the Defence Force.

The secretariat, which has a combined capacity of 9 full-time staff and 10 detached members from various Arms of Services, was a major contributor to the successful outcomes and supportive role it plays to the DFSC. I would like to recognise their invaluable contribution to the ultimate benefit envisaged for our uniformed members.

A very special word of thanks to all our commissioners that have served selflessly and maintained our independent thinking whilst benchmarking the existing approaches of the respective Arms of Services. Without this special commitment to excellence and accomplishment, my task as the Chairperson of the Commission would be so much more challenging.

Many Thanks



(E.L. VAN HARTE)

CHAIRPERSON DEFENCE FORCE SERVICE COMMISSION: PROFESSOR

7. EXECUTIVE SUMMARY

INTRODUCTION

The Defence Force Service Commission continues to grow in its pursuit to advance its mandate. The growth is demonstrated in the deepened understanding and internalisation of the mandate by the Commissioners and members of the Secretariat. It is further observed in the continued fostering of relations and co-operation with the DOD and SANDF Leadership and by members in uniform who displayed a level of eagerness to know and understand the value that they can derive from the Commission.

FINANCIAL OVERVIEW

The DFSC received its delegated powers to manage its own budget from the Secretary for Defence on 01 April 2015. The DFSC was allocated an amount of R9 753 371 for FY2015/16, from the DOD Budget Vote, and was able to spend 92% of its allocated HR budget during the period under review. The DFSC fell short of a 10% under-spending of the HR Budget. The DFSC was obliged to utilise nine (9) Reserve Force members and three (3) detached members during FY2015/16, resulting in 16.4% of the allocated HR Budget utilised towards remuneration of these members.

Another highlight is the fact that the DFSC managed to spend 1.7% of its allocated budget on Education, Training and Development (ETD), to build capacity of staff.

CAPACITY CONSTRAINTS AND CHALLENGES

The DFSC Secretariat continued to have capacity constraints with a 42% staff complement during FY2015/16. Only nine (9) permanent posts out of nineteen (19) permanent posts within the Secretariat were staffed. Although the inadequate permanent structure is augmented by uniform members who are on call-up as Detached and Reserve Force members for a particular period, the Commission often experience a challenge when the call-up period of members cannot be continued due to various constraints, and thereby derail the timeous delivery of services. The levels of some of the critical posts within the Secretariat poses challenges as the work required are too complex for some of the current staff levels. Sec Def was tasked by MODMV to establish a Task Team to look at the DFSC Structure.

PERFORMANCE DELIVERY AND HIGHLIGHTS

The DFSC is legislated in terms of the Defence Amendment Act, Act 22 of 2010, to make recommendations to the Minister of Defence and Military Veterans (MOD&MV) concerning conditions of service of members of the South African National Defence Force and to provide for matters connected therewith. The achievement of the mandate is dependent on the strengthened partnership and collaborations with the Command and Management Leadership of the DOD and the SANDF.

The DFSC signed a memorandum of understanding (MOU) with the Reserve Force Council (RFC) on 05 October 2015, which will provide a platform for strategic engagement on issues pertaining to Reserve Force members, and to further foster the relationship between the two State Organs.

The Commission published the DFSC Regulations in the DOD Intranet on 05 August 2015. This will facilitate accessibility for the broader DOD and SANDF members to DFSC publications.

The Commission is delighted to report that in terms of section 62B (1) (a) of the Defence Amendment Act No 22 of 2010, four recommendations were tabled to the MOD&MV at the end of the FY2015/16 regarding Military Uniforms; Military Skills Development System; Utilisation of Asbestos, and the Cost of Living Adjustment for FY2016/17 for members of the SANDF.

The Commission made a special appeal that Deeds of Commission be issued to Commissioned SANDF Officers.

The Commission is planning to host a conference on Civil-Military Relations in the FY2016/17, and the concept has been endorsed by the MOD&MV in the reporting period.

The official logo of the DFSC was approved and registered by Heraldry on 17 March 2016. The logo provides the DFSC with an opportunity for its brand and identity to be entrenched within the DOD and SANDF in particular.

The Commission has undertaken fourteen (14) consultative and follow-up visits during the reporting period. It came to light during the follow-up visits that some of the units and bases have implemented a few of the recommendations that were made by the Commission during the first phase of the consultative visits, for example, the provision of guns to the guards at the gates of some units/bases.

Of concern to the Commission was the state and unavailability, in certain instances, of education, training and development equipment and the impact thereof of the calibre of soldiers that the SANDF will produce moving forward. The DFSC was, however, impressed by the 'can do' attitude from the SANDF members and appreciates the hospitality and co-operation that SANDF leadership and units showed to the Commission during the visits.

ACKNOWLEDGEMENT AND APPRECIATION

The Commission expresses its appreciation to the support demonstrated by the Honourable MOD&MV, Deputy Minister of Defence and Military Veterans, and the degree of cooperation and assistance by Secretary for Defence, Chief of South African National Defence Force, Arms of Service and Divisional Chiefs.

The Commission continues to support the strategic efforts displayed by the Leadership of the DOD and SANDF, in advancing the aspirations contained in the Defence Review 2015.

Deep appreciation is expressed to the countless individuals who supported the DFSC in many different ways and for the DFSC Secretariat who formed the backbone of the Commission.

All Commissioners remain committed to the call to support our SANDF soldiers.



Figure 1: DFSC's consultation with Warrant Officers at the Warrant Officer's Academy

PART B

REPORT OF THE ACCOUNTING OFFICER

1. OVERVIEW OF THE OPERATIONS OF THE DEFENCE FORCE SERVICE COMMISSION

Even though the Defence Force Service Commission (DFSC) forms part of the Defence Vote and is therefore included in the financial reporting by the Secretary for Defence (Sec Def) and the Chief Financial Officer (CFO), the Commission remains accountable as to how and for what purposes funds are spent on. A complete financial overview is given in Part G.11.

The mandate of the DFSC does not require engagement in any military operations.

2. PROGRAMME EXPENDITURE

Table 1 provides a summary of the actual expenditure in comparison to the adjusted appropriation for both FY2014/15 and FY2015/16.

Table 1: Defence Force Service Commission Expenditure

Programme Name	2014/2015			2015/2016		
	Final Appropriation	Actual Expenditure	(Over) / Under Expenditure	Final Appropriation	Actual Expenditure	(Over) / Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
a	b	c	d	e	f	g
Item 10 HR Expenditure	R6 370 818	R5 560 386 (87%)	R810 432	R6 903 016	R6 365 567 (92%)	R537 449
Item 15 Subsistence & Travel	R2 518 918	R2 016 335 (80%)	R501 683	R2 863 417	R2 497 101 (87%)	R366 316
Item 20 Goods & Services	R181 853	R180 644 (96%)	R1 006	R255 325	R193 443 (76%)	R61 882
Item 25 Household & Office	R206 894	R185 644 (90%)	R21 250	R198 467	R138 252 (70%)	R60 215
Item 35 Printing & Catering	R130 003	R129 998 (100%)	R5	R407 114	R397 366 (98%)	R9 748
Item 60 Asset Purchases	R202 832	R162 155 (62%)	R40 677	R1 326 034	R1 170 061 (88%)	R155 973
Total	R9 670 418	R8 234 360 (85%)	R1 436 058	R11 953 373	R10 762 005 (90%)	R1 191 368¹

3. VIREMENTS/ROLLOVERS

The DFSC did not have any virements or roll overs for FY2015/16 and FY2016/17.

¹ This amount consists of available funds, namely R537 449 in Item 10, R117 016 in the Operational Budget, and Financial Authorities to the value of R536 903 which were ordered but could not be paid timeously.

4. UNAUTHORISED, FRUITLESS AND WASTEFUL EXPENDITURE

The DFSC had no record of unauthorised, fruitless and/or wasteful expenditure reported for FY2015/16.

5. FUTURE PLANS OF THE DEFENCE FORCE SERVICE COMMISSION

Even though the DFSC has no records of unauthorised expenditure, the Commission still strives to prevent fruitless and wasteful expenditure by imposing the following:

- **Changing of flight schedules.** Members of the DFSC already comply with corporate flight bookings and, where possible, refrain from rescheduling arranged flights and accommodation.
- **Acquisition of goods and services.** Members of the DFSC procurement section to enforce the prompt delivery of goods of superior quality and services according to standards and requirements specified in the respective orders.
- **Opening of the Regional Office in Cape Town SAS Wingfield.** The official utilisation of the Regional Office at SAS Wingfield will reduce the transport and accommodation costs when Commissioners have to travel to Pretoria to work on DFSC matters. The subsistence and travel allowances for a driver to be detached to Cape Town to perform driver's duties will be reduced. Two to three Commissioners can utilise the office for DFSC work, instead of coming to Pretoria for independent work. It will also allow for easy access to Parliament and relevant stakeholders' offices in Cape Town.

6. PUBLIC PRIVATE PARTNERSHIPS

None.

7. DISCONTINUED ACTIVITIES / ACTIVITIES TO BE DISCONTINUED

None.

8. NEW OR PROPOSED ACTIVITIES

None.

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

The following items, as indicated in Table 2, were received by the DFSC during benchmarking and consultative visits for the period under review.

Figure 2: Token of appreciation issued by the Chairperson of the DFSC on behalf of the delegation to Ambassador M.V. Mavimbela



Small personal gifts were handed to Commissioners and the Head of the Secretariat during international visit. During internal visits, some units also presented small personal gifts to Commissioners.

Table 2: Gifts received by the Defence Force Service Commission during FY2015/16

S/N	Item	Received in Stock	Price per item	From Whom Received	Date of Receipt	Event Commemorated
	a	b	c	d	e	f
1	School of Logistics Training	One Silver Unit coin/plate	-	School of Logistics Training	08 March 2015	DFSC consultative visit
2	South African War College	One Silver Unit coin/plate	-	SA War College	17 November 2015	DFSC Consultative visit
3	SAMHS	"The Fourth Dimension" – a book on Military Health in South Africa	-	SAMHS	15 January 2016	Presentation to the DFSC Plenary Board
4	Zimbabwe Defence Forces	Two Silver plates	-	Zimbabwe Defence Forces	24 – 28 January 2016	DFSC benchmarking visit to Zimbabwe

10. EXEMPTIONS AND DEVIATIONS RECEIVED FROM THE NATIONAL TREASURY

National Treasury (NT) confirmed on 14 October 2015 that Commissioners are entitled to fly business class on local and international flights in terms of Section 12A and paragraphs 4.7 and 4.8 of the National Treasury Instruction 01 of 2013.

11. EVENTS AFTER THE REPORTING DATE

On 5 May 2016 the DFSC was informed that the vetting process for five of the candidates recommended for posts in the DFSC Secretariat was completed. Directorate Human Resources Career Management will continue with the staffing process and issue appointment letters to members before they report for duty.

12. OTHER

No other material fact or circumstances, which may have an effect on the understanding of the financial state of affairs, are applicable to the Defence Force Service Commission.

13. ACKNOWLEDGEMENT(S) OR APPRECIATIONS

At the Departmental Programme and Budget Evaluation Committee (DPBEC) meeting on 1 September 2015, it was stated unambiguously, that the budget of the Department of Defence (DOD) was depleted. In the first FY2015/16 quarterly report the Commission elaborated on the managerial challenges experienced by the DFSC as a result of an insufficient budget allocation. Subsequent to a meeting between the DFSC and the CFO, Mr E.S. Sokhela on 08 September 2015, the CFO, by making available an additional amount of Rm2.2 for the current financial year, raised the baseline budget for the next financial year and allocated an additional amount of Rm1.3 to the DFSC for FY2016/17.

The DFSC would like to express its sincere appreciation to the Surgeon General (SG), Lt Gen A.P. Sedibe for supplying the DFSC with office space.

The DFSC would also like to thank C SANDF, the Arms of Service, Divisions, Defence Headquarters Unit and Defence Reserves for availing personnel on detached duty to augment the HR structure inadequacies within the DFSC.

We would like to acknowledge Maj Gen M.J. Ledwaba, GOC Defence Works Formation, Col Mfeketo and the Regional Works Unit Western Cape for renovations on an old building at Wingfield Navy Base that will serve as a DFSC dual office. A further word of thanks to C SA Navy and the OC SAS Wingfield, Capt Krieger, for agreeing to host the DFSC at SAS Wingfield.

Finally, a very big thank you to Dr Lirette Louw, Legal Advisor in the Office of the MOD&MV, for her unconditional support to the DFSC.

14. APPROVAL AND SIGN-OFF

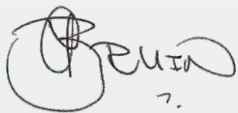
14.1 CONFIRMATION OF CORRECTNESS OF FINANCIAL REPORT REFLECTED IN THE ANNUAL REPORT FY2015/16

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

All information and amounts disclosed in the annual report are consistent with the annual financial statements.

Yours faithfully

Confirmation by the Budget Manager

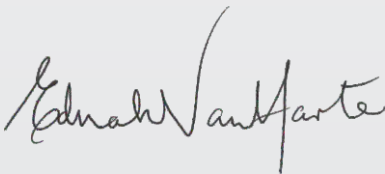


(C. DE BRUIN)

BUDGET MANAGER DEFENCE FORCE SERVICE COMMISSION: SENIOR STATE ACCOUNTANT

Date: 31st May 2016

Confirmation by the Budget Holder



(E.L. VAN HARTE)

BUDGET HOLDER DEFENCE FORCE SERVICE COMMISSION: PROFESSOR

Date: 31st May 2016

PART C

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE ANNUAL REPORT FOR FY2015/16

1. In accordance with the instruction received from National Treasury (NT), I acknowledge my responsibility for the accuracy of the performance information and the fair presentation of the Annual Report inputs and confirm, to the best of my knowledge and belief, the following:
 - a. The Annual Report inputs have been prepared according to the relevant guidelines specified/issued by the NT.
 - b. The information furnished in this report is true and correct in every respect.
 - c. The Annual Report is free from any omissions.
 - d. The necessary records to support my declarations on this form are available for audit purposes.
2. I, 64000136CB, Professor E.L. van Harte, Chairperson of the Defence Force Service Commission, fully understand the implications of this declaration.



(E.L. VAN HARTE)

CHAIRPERSON OF THE DEFENCE FORCE SERVICE COMMISSION: PROFESSOR

Date: 31st May 2016

PART D

STRATEGIC OVERVIEW

1. VISION

In support of SANDF Soldiers

2. MISSION

The Defence Force Service Commission, as an Organ of State, is mandated to advise the Executive Authority on salaries, service benefits and respective policies on conditions of service by:

- Tabling recommendations to the MOD&MV on relevant policies related to service conditions, remuneration and service benefits, through
 - Research and consultation, and
- Promotion of measures and setting of standards to ensure the implementation of such SANDF Policies.

3. VALUES

The values of the Defence Force Service Commission are objectivity, integrity, impartiality and transparency.

- **Integrity:** The Commission has a responsibility to demonstrate the highest ethical standards to inspire confidence and trust.
- **Objectivity:** The quality of any decision or judgement made within the Commission will be fair and non-prejudicial.
- **Impartiality:** The Commission will act fairly without favouring one side or opinion more than another.



Figure 3: Defence Force Service Commission during a consultative visit to SAS Wingfield in July 2015

PART E

LEGISLATIVE AND OTHER MANDATES

1. BILLS TO PARLIAMENT

The Commission did not submit any Bills to Parliament during the period under review.

2. SPECIFIC LEGISLATIVE MANDATE

The legislative mandate of the Defence Force Service Commission is contained in Section 62A to L of the Defence Act, Act 42 of 2002, as amended by the Defence Amendment Act, (Act No 22 of 2010).

The mandate is given substance by the Defence Force Service Commission Regulations.

The Commission comprises of a Defence Force Service Commission Secretariat which was established in terms of Section 62.I of the Defence Amendment Act.

The functions of the Commission in terms of Section 62B of the Defence Amendment Act, Act 22 of 2010 are:

(1) The Commission must:

- (a) on an annual basis, make recommendations to the Minister on improvements of salaries and service benefits of members;
- (b) make recommendations to the Minister on policies in respect of conditions of service;
- (c) promote measures and set standards to ensure the effective and efficient implementation of policies on conditions of service within the Defence Force and make recommendations to the Minister in this regard; and
- (d) for the purposes of making recommendations contemplated in paragraphs (a), (b) and (c):
 - (i) enquire into or conduct research on conditions of service;
 - (ii) review policies;
 - (iii) evaluate and monitor the implementation of such policies
 - (iv) consult with the Secretary for Defence, the Chief of the Defence Force, members of the Defence Force, Reserve Force Council and any other interested person or body on conditions of service and any other matter relating to the purview of its functions;
 - (v) consider any representations made to the Commission;
 - (vi) consult with National Treasury;
 - (vii) confer with the Department responsible for public service and administration, the Public Service Commission and any other relevant stakeholder within the public service;
 - (viii) consider, among others-
 - (aa) the rank structure of the Defence Force;
 - (bb) the affordability of different levels of remuneration of the Defence Force;
 - (cc) current principles and levels of remuneration in the public service generally; and
 - (dd) inflationary increases.

- (2) The Commission must perform its functions impartially, without bias, fear or prejudice.
- (3) The Commission may, in consultation with the Minister, call upon any member of the Defence Force or employee of the Department to assist it in the execution of its functions, and such a person is obliged to provide the necessary assistance,
- (4) The Minister determines the conditions of service for members of the Defence Force, in consultation with the Minister of Finance, after having received a recommendation from the Commission.”

During the strategic work session of the DFSC from 03 to 05 November 2015, the Legal Advisor to the Office of the MOD&MV appointed a Senior Military Judge and Member of the Court of Military Appeals to address the Commission on its legislative mandate and DFSC Regulations as published in Government Gazette No R1046 dated 19 December 2014.

The MOD&MV approved the efforts to amend the Defence Act in order to address the powers of the Commission on 24 November 2015. The Commission was instructed to commence with the administration processes and the Military Legal Services Division (MLSD) was approached to assist in this regard. Due to its “recommendation powers only” the concrete deliverables of the DFSC that effect reputable changes in the conditions of service of soldiers are not visible.

A need was identified to align the DFSC Regulations with the Defence Amendment Act, Act 22 of 2010 in those areas where it is necessary.

3. PORTFOLIO COMMITTEE ON DEFENCE AND MILITARY VETERANS

The Commission engaged with the Portfolio Committee on Defence and Military Veterans in Cape Town during the period under review on 21 October 2015, on areas of underperformance mentioned in the Annual Report FY2014/15 and to reflect on its envisaged corrective actions to resolve the identified areas of underperformance. The Portfolio Committee commended the Commission on its work and made several constructive remarks for the Commission to consider and to act on, specifically:

- The Commission needs to either outsource the required research capacity or appoint research consultants, as a matter of urgency.
- The Commission is to research the best international practices beyond the African borders regarding delinking salary from rank.
- The Commission needs to seek actuarial expertise to assist in drafting quality recommendations which have financial implications for the Executive Authority.
- The Portfolio Committee committed itself to support the amendment of the Defence Act to strengthen the powers of the Commission.

During its appearance before the Portfolio Committee on Defence and Military Veterans, the Commission reiterated the importance of adequate funding of the Defence Review, not only to the Defence Force, but to South Africa and Africa at large. If the Defence Review is not funded adequately to arrest the decline, the SANDF cannot accomplish what it is mandated to do, with the current budget.

The Commission also reiterated the critical role the Portfolio Committee plays to advocate for adequate funding to implement the recommendations tabled by the Ministerial Medical Task Team to address the problems experienced at the three military hospitals and in the military health area.

The limited flying hours for pilots in the SAAF is a big concern as it affects the combat readiness of the SAAF in particular and SANDF in general. This matter was raised by both the Portfolio Committee on Defence and Military Veterans and the Commission.

4. EXECUTIVE AUTHORITY

As the Executive Authority, the Minister of Defence and Military Veterans is responsible for overseeing Defence related Organs of State in the Department. During the reporting period the MOD&MV engaged with the DFSC in Cape Town on 02 June 2015, 24 November 2015 and 01 March 2016.

The Commission also met with the Deputy Minister of Defence and Military Veterans, Mr Kebby Mphatsoe, in Cape Town on 19 May 2015 to deliberate on the handling of the Khoisan Groups who had lodged a grievance to be reintegrated into the SANDF.

5. QUARTERLY REPORTING AND THE APPROVAL OF BUDGETS AND PLANS

The DFSC has complied with DOD timelines and fulfilled all responsibilities for submitting quarterly Performance Against Plan reports to the Executive Authority and to the Office of Defence Policy Strategy and Planning (DPSP).

The DFSC worked closely with the Defence Policy Strategy and Planning Division in compiling its annual performance plan and budget requirements for the short and medium term.

The DFSC relies on the guidance and support from the Budget Manager in the office of the CFO to ensure compliance with the Public Finance Management Act and cost containment measures as prescribed by NT.

During the meeting with the MOD&MV on 01 March 2016, the CFO outlined the following budget allocations to the DFSC for the Medium Term Expenditure Framework:

- For the FY2016/17 an amount of Rm12.5 was allocated.
- For the FY2017/18 an amount of Rm12.4 was allocated.
- For the FY2018/19 an amount of Rm12.6 was allocated.
- The HR budget of the DFSC has been proportionately reduced as follows:
 - For the FY2016/17 R8 690 028 was allocated.
 - For the FY2017/18 R9 072 477 was allocated.
 - For the FY2018/19 R9 328 406 was allocated.
- The Operational budget of the DFSC has been proportionately reduced as follows:
 - For the FY2016/17 R3 859 451 was allocated.
 - For the FY2017/18 R3 535 445 was allocated.
 - For the FY2018/19 R3 047 885 was allocated.

6. AUDITOR GENERAL OF SOUTH AFRICA

The DFSC confirms that it has met with a representative from the office of the Auditor General of South Africa at the offices of the DFSC in Pretoria on 19 June 2015 and that there are no unresolved issues.

PART F

ORGANISATIONAL STRUCTURE

1. INTRODUCTION

The DFSC is committed to its legislated mandate and responsibility to the well-being of members of the SANDF. In its endeavours to research on conditions of service, the DFSC became increasingly aware of the interdependence between the Permanent Defence Act Personnel (DAP), the Public Service Act Personnel (PSAP) and the Defence Reserves members.

2. THE COMMISSION

The establishment and composition of the DFSC is in terms of Section 62A of the Defence Amendment Act, No 22 of 2010. The approved structure of eight to ten Commissioners appointed by the Minister of Defence and Military Veterans is prescribed in section 62A. (1) of the Defence Amendment Act, Act No 22 of 2010 (Figure 1).

- "The Commission consists of no fewer than eight and no more than ten members appointed by the Minister.
- The Minister must appoint one member as Chairperson and another as Deputy Chairperson of the Commission.
- If the Chairperson is absent or for any reason unable to act as Chairperson, the Deputy Chairperson must act as the Chairperson of the Commission".

Three newly appointed Commissioners were inaugurated on 01 May 2015, namely Professor M.W. Makgoba, Mr J.M. Jongile and Ms S. Hlapolosa.

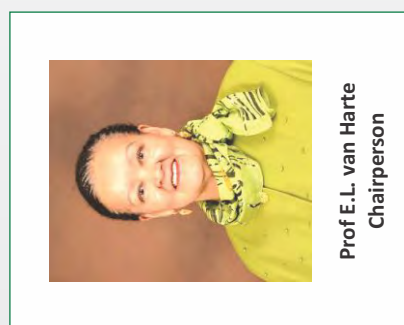
It is the intent of the DFSC to recommend to the MOD&MV regarding the appointment of a Commissioner living with a disability in future, should a vacancy occur within the Commission.

The demographics of the Commission are reflected in Table 3 below.

Table 3: Defence Force Service Commission: Demographics of the Commission

S/N	Members of the Commission	Appointment	Male	Female	Race
	a		b	c	d
1	Professor E.L. van Harte	Chairperson (Full-time)		F	Coloured
2	Maj Gen (ret) B.H. Holomisa	Deputy Chairperson (P.Time)	M		African
3	Maj Gen (ret) J.H. April	Commissioner (P.Time)	M		Coloured
4	Professor R.L. Christie	Commissioner (P.Time)	M		White
5	Professor M.W. Makgoba	Commissioner (P.Time)	M		African
6	Mr J.M. Jongile	Commissioner (P.Time)	M		African
7	Ms S. Hlapolosa	Commissioner (P.Time)		F	African
8	Ms M.R. Mokoape	Commissioner (P.Time)		F	African
9	Ms D.C. Mvelase	Commissioner (P.Time)		F	African
10	Mr I.H. Robertson	Commissioner (P.Time)	M		White

Figure 4: Defence Force Service Commission: Organogram of the Commission for FY2015/16



3. THE SECRETARIAT OF THE DEFENCE FORCE SERVICE COMMISSION

The permanent structure of the Secretariat of the DFSC was developed by the Interim National Defence Force Service Commission (INDFSC), approved and funded by NT and comprises of 19 posts (Figure 2).

Figure 5: Defence Force Service Commission: Structure of the Secretariat

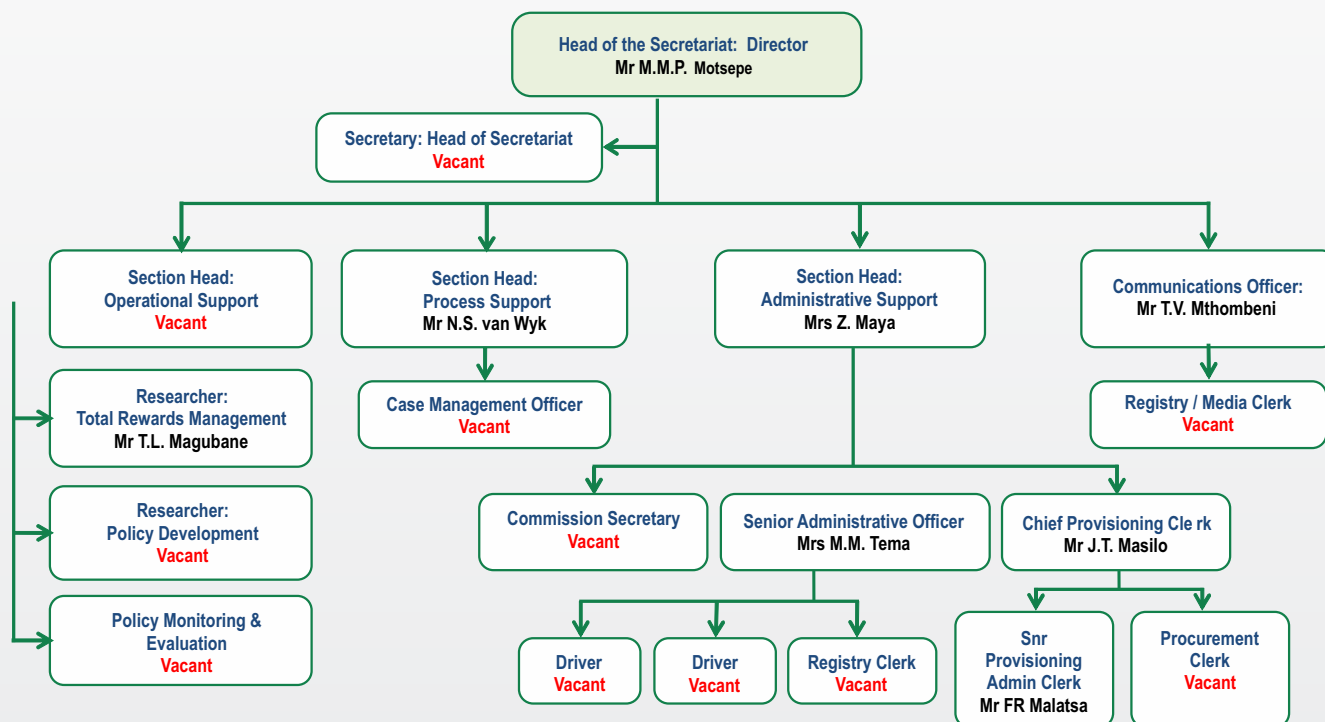


Figure 5: Officials of the Defence Force Service Commission

PART G

OVERVIEW OF DEFENCE FORCE SERVICE COMMISSION PERFORMANCE

1. SERVICE DELIVERY ENVIRONMENT

The DFSC, as legislated in terms of the Defence Amendment Act, Act No 22 of 2010, is responsible for making recommendations to the Minister of Defence and Military Veterans (MOD&MV) concerning conditions of service (Annexure A) of members of the SANDF and to provide for matters connected therewith.

The ability of the DFSC to advise the Executive Authority by tabling viable and sound recommendations is also dependent on close strategic collaborations with internal and external stakeholders to the DOD/SANDF. The DFSC continue to strengthen its relationships with key DOD units such as the Office of the Sec Def, Defence Policy Strategy and Planning Division, Defence Military Legal Division, Defence Logistics Division, Human Resources Division, and the Office of the CFO and several SANDF units. The strategic relationship between the DFSC and the Offices of the MOD&MV are necessary to comply with mandatory obligations.

The DFSC signed a memorandum of understanding (MOU) with the Reserve Force Council (RFC) on 05 October 2015 to strengthen their strategic partnership that may improve conditions of service pertaining to Reserve Force members. The Commission continuously supported major military, civil as well as cultural events, in collaboration with stakeholders such as the SANDF Educational Trust, the Inaugural Event of the Castle of Good Hope's 350-Year Existence and the launch of the National Industry Defence Council, in order to strengthen relationships with stakeholders.

The DFSC is limited in its powers to enforce the implementation of recommendations on conditions of service for the members of the SANDF because its powers are limited to recommendations only. Even though the Portfolio Committee on Defence and Military Veterans and the Military Command Council (MCC) supported the notion of amending the Defence Act to strengthen the powers of the Commission, some DOD services and divisions still need to accept the Commission as an enabler to improve the conditions of service of all SANDF members. The "recommendations only" that legislates the function of the DFSC further supports the distorted image of the DFSC as a powerless structure held by some members of the SANDF. Presentations were made and documents were submitted to the MLSD on 03 August 2015 and 22 September 2015 to motivate for the amendment of the Defence Amendment Act and the DFSC Regulations prior to a final submission to the Office of the Executive Authority, in order to see where the DFSC's powers can be strengthened, or the regulations to properly align with the Act. The South African National Defence Force is exempted from structures such as the Public Service Coordinating Bargaining Council, administered by the Department of Public Service and Administration to give legitimacy to its uniqueness.

The delay in concluding the insurance coverage and other relevant benefits impacts negatively on the Commission.

The DFSC Secretariat is not adequately represented on the strategic DOD structures where the Commission and members of the Secretariat can obtain greater understanding of, and obtain important information on matters pertaining to the DFSC mandate. Several requests were forwarded to relevant Divisions in this regard, but without success.

2. ORGANISATIONAL ENVIRONMENT

The Defence Amendment Act, Act 22 of 2010, Section 62A (2) mandates the MOD&MV to appoint "... no fewer than eight and no more than ten members..." as Commissioners to the DFSC. The Commission has been functioning optimally with 10 Commissioners since the MOD&MV appointed three new Commissioners with effect from 01 May 2015 namely Professor M.W. Makgoba, Mr J.M. Jongile and Ms S. Hlapolosa.

The functional secretariat structure of the DFSC was established by the INDFSC, approved by the Department of Public Service and Administration and funded by NT. It was agreed that this structure can be reviewed two years after the establishment of the DFSC. Although the process to expand the approved structure of 19 posts commenced in June 2015, cost containment measures implemented in February 2016 by the Minister of Finance, does not allow for the expansion of the structure within the Secretariat.

For the period under review, the support service to the Commission was rendered by only nine permanently employed members, of which one member was detached for in-service training for eleven months and another member was on temporary incapacity leave for the entire period. The DFSC lost two permanently employed members who took up promotional positions in other departments during April 2015 and November 2015 respectively.

The DFSC advertised seven vacant funded posts during FY2015/16. Candidates were interviewed and staffing processes were initiated. Unfortunately the protracted vetting procedures through Defence Intelligence, the verification of qualifications by the South African Qualifications Authority and DOD human resource (HR) acquisition processes impeded the staffing of these posts. The utilisation of detached and Reserve Force members augmented the gaps created by the unstaffed vacant posts to a large extent.

For the FY2015/16 the DFSC had to do with only one full time researcher, which resulted in delays to achieve some envisaged priorities, such as the tabling of recommendations on delinking rank from salary and the promotion of measures and setting of standards to ensure the effective and efficient implementation of policies on conditions of service within the SANDF. The second full time researcher staffed in the policy review area was on temporary incapacity leave for the entire reporting period.

In order to meet its mandated obligations, the DFSC conducted 10 scheduled Plenary Board meetings and two strategic DFSC Plenary Work Sessions. Several one-on-one sessions were conducted between the Chairperson, Commissioners and the Head of the Secretariat.

Scheduled management and staff meetings and frequent Budget Control Committee meetings ensured that all members within the secretariat were kept well-informed about their roles and responsibilities, and progress with regard to the targeted objectives.

It is with regret that the DFSC has to report the forceful break-in and theft of 12 Central Processing Units (computers), several monitors and other equipment at the offices of the DFSC during the Easter weekend of 24 to 28 March 2016. The replacement of this equipment will deplete the allocated operational budget, but this matter will be dealt with at the DPBEC meeting during FY2016/17.

3. KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

There were no changes to the legislation or policies governing the functioning of the DFSC for the reporting period.

4. SELECTED PERFORMANCE INDICATORS AND TARGETS

4.1 Strategic Outcome

The strategic outcome as recorded in the Annual Performance Plan (APP) for the financial year 2015/16 (FY2015/16) is that the DFSC will act as an advisory body to the MOD&MV. The DFSC had three scheduled meetings with the Executive Authority and recommendations in respect of the cost of living adjustment for the SANDF members were submitted to the Office of the MOD&MV on 31 March 2016.

4.2 Performance Information by Core Programme Outputs, Performance Indicators and Compliance

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

Table 4: Defence Force Service Commission: Core Programme Outputs, Performance Indicators and Compliance for FY2015/16

S/N	Output	Performance Indicators	Detail of Actual Achievement (Outputs)	Race
a	b	c	d	
1	Provide sound salary/ service benefits review.	1.1. Timely submission of four quarterly reports.	Achieved. Subsequent to the approval and submission of the APP FY2015/16 the DFSC agreed that only one combined quarterly report consisting of all sub-programme reports will be submitted. Four approved and signed quarterly reports were timeously submitted to the Office of the Executive Authority as per DOD timeline instructions.	No deviation.
		1.2. Recommendations made to the Minister on improvements of salaries and service benefits of members	<ul style="list-style-type: none"> A recommendation on the cost of living adjustment for FY2016/17 for SANDF members from the rank of Private to Colonel was submitted to the MOD&MV on 31 March 2016. 	No deviation.
2	Provide sound review of conditions of service.	2.1. Timely submission of four quarterly reports.	Achieved. Four integrated approved and signed quarterly reports were timeously submitted to the Office of the Executive Authority.	No deviation.
		2.2. The percentage of recommendations approved versus recommendations made.	No recommendations were approved by the MOD&MV during FY2015/16. (0%).	The DFSC cannot report on the percentage of recommendations approved as the combined report on recommendations was tabled on 31 March 2016. Approval and implementation can only be effected during FY2016/17.
3	Provide sound Policy Review.	3.1. Timely submission of four quarterly reports.	Achieved. The Policy Review quarterly report was integrated with the quarterly performance against plan report that was submitted to the MOD&MV.	No deviation.

S/N	Output	Performance Indicators	Detail of Actual Achievement (Outputs)	Race
	a	b	c	d
3	Provide sound Policy Review.	3.2. The percentage of recommendations approved versus recommendations made.	No recommendations were approved by the MOD&MV during the reporting period. (0%).	The DFSC cannot report on the approval or implementation of recommendations dated 31 March 2016 tabled to the Executive Authority as implementation can only be effected during FY2016/17.
4	Provide and ensure professional and optimal support to the DFSC.	4.1. 100% utilisation of the allocated budget according to plan.	<p>Not achieved.</p> <p>The commission spent 90% of its allocated budget.</p> <ul style="list-style-type: none"> The DFSC spent 92% of its Human Resource (Item 10) budget. The DFSC spend 87% of its Operational Budget (Items 15 to 60). 	<ul style="list-style-type: none"> An initial budget of R9 753 371 was allocated to the DFSC for FY2015/16 . Subsequent to a meeting between the Chairperson, the Head of the DFSC Secretariat and the CFO on 08 September 2015, an additional amount of Rm2.2 was allocated to the DFSC for FY2015/16, which increased the budget allocation to R11 953 373. <ul style="list-style-type: none"> R6 903 016 of the budget was allocated to Item 10, HR remuneration and R5 050 357 was allocated to the Operational Budget in Items 15 to 60. The deviation in Item 10 was as a result of protracted DOD staffing processes to effect the appointment of seven candidates. R1 134 735 (16,4% of the HR budget) was utilised for the remuneration of Reserve Force members employed in core - and support functions of the DFSC. The reasons for the underutilisation of the Operational budget are multifaceted: <ul style="list-style-type: none"> Due to circumstances beyond the control of the DFSC, payments of invoices were effected to a fraudulent company/s. The inaccessible and protracted procurement processes within the DOD specifically: <ul style="list-style-type: none"> To obtain Log Authorities for goods like equipment and furniture for two consecutive years. Registering of a sole service provider like the Government Printers for the printing of reports in a Government Gazette. Allocation of a service provider by the Procurement Unit that cannot deliver the goods according to the specifications provided by the DFSC. Delayed payment processes within the Finances Division of invoices delivered; The delayed submission of invoices by contractual service providers like Vodacom, Travel with Flair and Minolta; The delivering of sub-standard and poor quality goods by approved and registered service providers.

S/N	Output	Performance Indicators	Detail of Actual Achievement (Outputs)	Race
	a	b	c	d
		4.2. 95% of staffed posts versus structure.	Not achieved. The DFSC is currently only 42% staffed with 11 of the 19 posts on the approved structure vacant.	Advertisements for seven vacant and funded posts were posted during the reporting period. Interviews were held and the appointments of successful candidates were recommended by the DFSC. The appointment of seven members to the funded vacant posts could not be effected during FY2015/16 due to protracted DOD staffing processes including the verification of the qualifications by the South African Qualifications Authority and vetting by the Defence Intelligence Division. Two posts did not deliver suitable candidates. The Commission Secretary post needs to be upgraded.
		4.3. 100% compliance to the Logistical Support plan.	Not achieved.	The reasons for non-compliance with the Logistics Support plan are multifaceted: <ul style="list-style-type: none"> • The inaccessible and protracted procurement processes within the DOD specifically: <ul style="list-style-type: none"> - To obtain Log Authorities for goods like equipment and furniture. - Registering of a sole service provider like the Government Printers for the printing of reports in a Government Gazette. - Allocation of a service provider by the Procurement Unit that cannot deliver the goods according to the specifications provided by the DFSC. - Delays in payment of invoices for services and goods submitted to the Finance Division - The rendering of poor services by approved and registered service providers; - The delivering of goods of substandard quality, and • Approved service providers that cannot deliver goods as agreed upon due to delays at customs.

4.3 Strategy to Overcome Areas of Underperformance

- a) The DFSC maintains a risk register to monitor any risks posed to the organisation. The register is monitored and scrutinised regularly at the BCC and other relevant internal meetings.
- b) As updated payment register is monitored frequently and non-payment of invoices are followed up when required.

5. DEFENCE FORCE SERVICE COMMISSION SIGNIFICANT ACHIEVEMENTS DURING FY2015/16

The Budget Vote of the MOD&MV was attended by members of the Commission and members of the Secretariat on 19 May 2015. Subsequent to the Budget Vote, the Commission met with the Deputy MOD&MV, where amongst others, matters regarding Military Veterans were discussed. Although Military Veterans do not form part of the mandate of the Commission, the review of certain policies may have implications for military veterans. Furthermore, the representations made to the DFSC by the Khoisan Groups were also discussed with the Deputy Minister of Defence and Military Veterans.

The DFSC Plenary Board engaged with the South African National Defence Force Union (SANDU) on 31 July 2015 as per their request, and with SASFU on 18 December 2015, 12 and 15 January 2016.

The Intelligence Council on Conditions of Service (ICCS) from the State Security Agency engaged with the DFSC Plenary Board on 31 July 2015 aiming to learn about and share ideas on the processes of establishing the ICCS as a structure similar to that of the DFSC. Four follow up meetings as per agreement between the Chief Executive Officer of the ICSS and the Head of the DFSC Secretariat took place during FY2015/16.

The DFSC and the RFC signed a MOU on 02 October 2015 to establish a partnership and further investigate the Conditions of Service of the members of the Reserve Force. The DFSC Chairperson, Professor Van Harte and Commissioner Hlapolosa will represent the DFSC on the RFC-DFSC Task Team. The RFC will be represented by Maj Gen (ret) K. Mokoape and Mr F. Duminy.

The DFSC is pleased to report that the Regulations of the Commission, as were published in a Government Gazette No R1046 dated 19 December 2014, were uploaded in the DOD Intranet on 05 August 2015.

The DFSC Plenary Board held a Strategic Workshop over the period 03 to 05 November 2015 to address and plan the desired outcomes and activities in order to achieve its mandate in the FY2016/17 and FY2017/18. This work session was facilitated by Maj Gen (ret) K. Mokoape, Deputy Chairperson of the Reserve Force Council. During this work session the Commission liaised with the following stakeholders in the DOD to engage in strategic matters specifically:

- Internal Audit Division: represented by Ms M. Nkoane.
- CHR Lt Gen N. Yengeni and senior members of his office.
- C SANDF represented by Maj Gen Ramantswana.
- Sec Def represented by Advocate T. Mkhosana.
- Reserve Force Council represented by Brig Gen (ret) J.A. Del Monte.
- Legal Office within the Ministry represented by Col R.E. Combrink.
- Chief Directorate Defence Policy represented by Mr G.M. Ramuhala.

The MOD&MV instructed the Secretary for Defence on 24 November 2015 to establish a Task Team that will investigate the appropriateness and the level of the HR structure of the DFSC Secretariat, the appointment level of the Commissioners and the Chairperson. The latter was informed by the statement made by NT before the inauguration of the DFSC in 2013, namely that the approved structure, as was developed by the INDFSC, can only be reviewed two years after its establishment.

The dual office of the DFSC in SAS Wingfield is nearing completion and the proposed date for the official handing-over of the facility to the DFSC will take place during the first quarter of the FY2016/17. This project was severely delayed by procurement challenges experienced by the Western Cape Regional Works Formation.

The Commission is delighted to report that in terms of Section 62B. (1)(a) of the Defence Amendment Act, Act No 22 of 2010, four recommendations were tabled to the MOD&MV at the end of the FY2015/16 pertaining to:

- Uniforms.
- Military Skills Development System.
- Facilities that contains Asbestos.
- Cost of Living Adjustment for FY2016/17 for members of the SANDF.

The MOD&MV endorsed the envisaged conference of the DFSC on Civil-Military Relations that will coincide with the third anniversary of the DFSC and the CFO was instructed to assist the DFSC in acquiring the necessary funding in this regard.

An additional DFSC Plenary Board Strategic Workshop was held over the period 08 to 10 February 2016. During this workshop a focused discussion took place on the clarification of the roles and responsibilities of the Commissioners and the prioritisation of recommendations for tabling to the MOD&MV as per mandate, by the end of FY2015/16. During this work session some of the Commissioners were re-assigned to respective Committees to apply their expertise and knowledge in specific fields.



Figure 6: Commissioners reflecting on issues during Strategic Work Session on Recommendations to the MOD&MV

In an effort to observe the positive effects and expectations of members during DFSC consultative visits at various military bases and units, the Commission conducted follow up visits to seven military bases previously visited during March 2016. The Commission was delighted to observe that the Command structure of some units was able to successfully address some matters of concern raised to the Commission during its initial visit.

The official Logo of the DFSC was approved and registered by Heraldry on 17 March 2016, and should contribute to greater visibility of the DFSC as an organisation.

6. DEFENCE FORCE SERVICE COMMISSION SECRETARIAT

The Secretariat of the DFSC had an eventful FY2015/16 and continues to be encouraged by the support and assistance from the DOD and the SANDF. It is worth noting that the structure and the post levels of the Commission Secretariat need to be reviewed to enable the Commission to attract and acquire personnel with the required skills and competencies. It is however commendable that the sense of duty displayed by the members of the DFSC Secretariat was largely positive.

The DFSC Secretariat was established in terms of section 62.I of the Defence Amendment Act, Act No 22 of 2010 and provides administrative, logistical and secretariat support to the Commission.

The Secretariat is a critical support arm of the Commission with specific expected deliverables as mentioned above. In doing so, the Secretariat utilises and relies on the set DOD processes and procedures, as well as on the support and cooperation of DOD and SANDF officials. The Secretariat appreciates the support and cooperation from the DOD and SANDF, however, the following issues are highlighted:

- **Protracted Procurement Process.** The DOD procurement process often had a negative impact on the DFSC Secretariat. It is due to the extensive bureaucratic processes that often result in the client's (DFSC Secretariat in this case) procurement request not being processed on time, resulting in the subsequent cancellation of an order. The latter effect on the DFSC budget is that it results in under-spending. The DFSC discussed the matter with Chief of Logistics and raised the matter with the MOD&MV.
- **Non-Compliance with the Public Finance Management Act.** The current protracted procurement process contributes to non-compliance by DOD with the provisions of the Public Finance Management Act by the DOD, since the suppliers are not paid within 30 days.
- **Protracted Recruitment Process.** The recruitment and selection process remains a hindrance in the expeditious filling of the posts. The Commission is concerned that the processes of vetting and verification of qualifications, contribute immensely to the delays in finalising the process expeditiously. These delays will often result in the under-spending of the DFSC's HR Budget and may even result in the DFSC losing the recommended candidates to other organisations. The DFSC has started to explore the handling of all aspects of staff appointments by itself. They will also raise the matter with the MOD&MV and propose a review of the processes for FY2016/17 and beyond.

6.1 Liaison with Internal Stakeholders

Office of the Secretary for Defence and Chief Human Resources. A Task Team was established from the DFSC, the Offices of the Sec Def and the Office of Chief Human Resources to report on the progress made with the implementation of the recommendations by the INDFSC and the DFSC on a quarterly basis. The first quarterly report on recommendations was received by the DFSC on 22 February 2016, but was not to the satisfaction of DFSC.

Directorate Integrated Management Services (DIMS). The DFSC is engaged in the process of reviewing the structure of the Secretariat to enable the DFSC to recruit personnel with required skills and competencies. DIMS is assisting the DFSC with these investigations, which involved the analysis and evaluation of posts in the current and the proposed structure. The secretariat and DIMS held consecutive meetings in this regard during the reporting period.

6.2 Strategic Partnership with External Stakeholders

Intelligence Council on Conditions of Service (ICCS). The ICCS is an entity within the State Security Agency responsible for the management of human resources and conditions of service in the intelligence service. The DFSC is pleased to report that the ICCS has decided to benchmark against our organisation. The Secretariat and the ICCS continue to learn and share practices that will contribute to the operational effectiveness of both institutions.

7. DEFENCE FORCE SERVICE COMMISSION COMMITTEES

7.1 Pay and Service Benefits Committee

In terms of Section 62(B) (1) (a) of the Defence Amendment Act, the DFSC-PSBC is mandated by the DFSC to review pay and service benefits of the South African National Defence Force (SANDF) members and make recommendations to the MOD&MV. These recommendations are based on research, consultations with key internal DOD stakeholders and external experts, other Government Departments as well as the findings of the consultative visits to SANDF units/bases.

In keeping with its mandate, the DFSC-, participated in foreign benchmarking visits to the Namibian Defence Force (NDF) and the Zimbabwe defence Forces (ZDF) PSBC in 2015/16 financial year.

During the benchmarking visits the issue of Delinking Salary from Rank was a top priority for members of the DFSC-PSBC.

Furthermore the DFSC-PSBC members participated in consultative visits to SANDF units/bases, engaged with internal stakeholders (DOD) and consulted with the following Government Departments:

- Department of Correctional Services: 03 September 2015.
- Department of Justice and Constitutional Development: 07 September 2015.
- State Security Agency: 08 September 2015.
- South African Revenue Services: 30 September 2015.
- South African Police Services: 12 October 2015.
- Public Service Commission: 01 December 2015.
- Department of Public Service and Administration: 18 February 2016.

In the 2015/16 financial year, the DFSC-PSBC had prioritised the following three areas of concern, namely:

Delinking Salary from Rank. The delinking of Salary from Rank has been outstanding from 2012/13 financial year. A model was presented to the COD previously and was deemed to be unaffordable. The DFSC-PSBC tabled an alternative model/proposal on 30 March 2016 which was conditionally approved by the DFSC Plenary Board for finalisation during the FY2016/17.

Death Benefits. The DFSC-PSBC concluded its investigations, consultation and benchmarking on Death Benefits for SANDF members and is now at the stage of costing the model. The DFSC-PSBC's request for the acquisition of broker services for the purpose of obtaining best rates and benefits regarding Group Life Insurance for SANDF members was approved on 30 March 2016, by the DFSC Plenary Board.

Cost of Living Adjustment. The DFSC-PSBC tabled its Cost of Living Adjustment (COLA) for SANDF members to the DFSC Plenary Board on 30 March 2016. The DFSC-PSBC recently learned that the MOD&MV had signed a multi-term agreement determination for the COLA for SANDF members. The DFSC will discuss this matter with the MOD&MV during its next meeting.

The DFSC-PSBC held 3 planned meetings (25 June 2015, 31 July 2015 and 16 September 2015) in FY2015/16, and numerous individual meetings were held between the facilitator and the convener of the committee. Furthermore, members of the committee often communicated via e-mail to circumvent challenges triggered by conflicting schedules.

From lessons learned during the foreign benchmarking visits mentioned above, the DFSC-PSBC tabled proposals on pensions in relation to exit stages for SANDF members at the DFSC strategic work session, and investigations into this matter have been initiated.

For the DFSC-PSBC, the 2015/16 financial year was not without its challenges; however the DFSC-PSBC confronted these challenges with the spirit of supporting the SANDF soldiers in mind.

7.2 Conditions of Service Committee

Background. This report was compiled by the Conditions of Service Committee, after the consultative visits to the SANDF military units and bases. The purpose of compiling this report was to present an overview of the conditions of service of the soldiers as reported during DFSC visits. Findings and recommendations by the committee are included in this report.

As part of fulfilling its mandate the DFSC-COS meets at least once every month to deal with issues at hand and make recommendations to the Commissions Plenary Board. In the financial year 2015/2016 the committee met fourteen (14) times.

Terms of Reference. The purpose of this committee is to make recommendations on the findings from the consultative visits, research and presentations with regards to the conditions of service of uniformed members. This committee is mandated by the DFSC in terms of Defence Amendment Act, and consists of Commissioner Mokoape (Convener), Commissioner Hlapolosa, and Major General (ret.) B.P. Holomisa MP (Ex Officio member) The Chairperson of the Commission, Prof E.L. Van Harte reserves the right to attend and delegate power to the Convener. The Committee regularly interacts by means of meetings, verbal communication and electronic correspondence. The DFSC Secretariat provides a research support capability.

The Conditions of Service Committee is mandated to deal with the following aspects of the conditions of service.

- a. Recruitment procedures and advertising and selection criteria;
- b. Appointment and appointment processes;
- c. Job assignments;
- d. Working environments and facilities
- e. Education Training and Development
- f. Performance evaluation systems
- g. Promotions
- h. Transfers
- i. Disciplinary measures other than dismissals

- j. Grievance and grievance procedures
- k. Dismissals
- l. Scares skills

In fulfilment of the DFSC-COS mandate, committee members participated in consultative visits to different SANDF bases and units.



Figure 7: Members of the SA Navy engaging the Commission about matters relating to Conditions of Service

Common problems regarding conditions of service were identified during these consultative visits and where differences emerged it was due to the unique character of the unit. Amongst all conditions of service listed, the following were identified as current priorities:

- a. **Uniforms.** The image of the SANDF is portrayed by the uniform that our soldiers wear. In all the units / bases visited it was reported by the members that the uniform that has been issued was not up to standard. Some members were previously deployed and described how inappropriate their uniform and boots were. It was noted that uniforms are at times not available, of poor quality, incorrect sizes, which forces the members to wear camouflage when working in the office environment. Camouflage is mostly utilised for operations and deployment. It was reported that the uniform supplied for deployment is not suitable for the environment in which the deployment takes place. Soldiers complain that the boots and shoes that are issued do not meet with the required standard and cause medical problems.
 - (i) Without proper uniform, members cannot execute their duties effectively. Soldiers must have a good appearance and this would enhance their discipline and dignity. It is important that C Log should carry out extensive audit of uniforms based on the shortcomings revealed by members.

- b. **MSDS.** It was established through conversations with members during the visits to bases and units that, after completion of 2 years training, MSDS's are not guaranteed employment. Furthermore, some do not represent the calibre of a soldier required by the SANDF. It was recommended by DFSC Plenary Board that various accredited skills training programmes should be put in place to enable MSDS to be fully equipped and become assets to society rather than being trained only in military skills. The recruitment process needs to be reviewed to ensure the selection of good candidates.
- Possibilities of private sector, parastatals and government department partnerships should be explored in order that a pool of trained and competent MSDS and Reserve Force members become eligible for recruitment to be utilised as disciplined members of society by these external stakeholders.
- c. **Duty Buses.** The utilisation of unsafe, un-roadworthy and an ageing fleet of duty buses driven by inadequately qualified drivers poses a serious threat to the lives of soldiers. The image and dignity of soldiers and the DOD are affected by hitchhiking members who have no other mode of transport. There is also an inadequate supply of school buses for the children of soldiers who might not attend the same school. The DFSC recommended that the DOD should consider redefining and reviewing the bus routes to ensure continuous alignment with the changing needs of members. Possible integration with public modes of transport needs to be explored as it could alleviate some of the existing transport problems.
- d. **Deeds of Commission.** There is a backlog with regard to the issuing of Deeds of Commission for commissioned officers in the DOD since 1994. As a result, a thorough audit needs to be conducted to determine the current status regarding Deeds of Commission. The Commission recommends that the implementation of Deeds of Commission receive urgent attention, as it contributes to the morale of the Officers.

The above recommendations were approved by the Plenary Board of the Commission and were subsequently submitted to the MOD&MV in a consolidated DFSC recommendations report, dated 31 March 2016.

7.3 Policy Review Committee

Section 62B.(1)(b) of the Defence Amendment Act, Act 22 of 2012 determines that the DFSC must, amongst others, make recommendations to the MOD&MV on policies in respect of conditions of service. Section 62B.(1)(c) stipulates that the DFSC must promote measures and set standards to ensure the effective and efficient implementation of policies on conditions of service within the Defence Force, and make recommendations to the MOD&MV in this regard. The DFSC Policy Review Committee (DFSC-PRC) was established on 7 November 2013, together with the Pay and Service Benefits Committee and the Conditions of Service Committee's.

The same matters that are hindering the effectiveness of the DFSC-PRC are also affecting the other two committees, specifically the inadequate number of researchers on the approved structure of the Secretariat as well as the protracted appointment system in the DOD. The level (remuneration L9) for only three researchers on the approved structure is inadequate for the in-depth research required for the DFSC to submit researched, viable and sustainable recommendations to the Executive Authority. The level of interaction between the researchers (Assistant Director) and strategic stakeholders (Chief Directorate and Director-General levels) in the DOD, Government Organisations, Parastatals and the private sector, and the lack of military background, exposure and experience further impede the research capability within the secretariat. In its endeavours to streamline the processes and the interrelationships between the three committees, the DFSC-PRC has initiated combined Committee Coordinators meetings since August 2015, aiming to achieve collective outcomes through cooperative and careful planning and a strategic review of activities, interaction and sharing of information, documentation and reports. The convener for the DFSC-PRC was detached to the DFSC in an acting capacity for the reporting period.

The Portfolio Committee on Defence and Military Veterans reiterated during the appearance of the DFSC on 21 October 2015, that "... a research capacity for any commission is fundamental and critical. That cannot be compromised. If that is compromised, the performance and whole work of the commission is compromised."

The DFSC-PRC was able to convene two scheduled meetings within the period under review on 16 September 2015 and 23 March 2016 respectively.

Numerous telephonic and electronic communications and discussions took place between the Facilitator, the Commissioners appointed to the DFSC-PRC and the acting Convener to circumvent challenges triggered by conflicting schedules.

Continuous liaison between the DFSC-PRC and strategic policy developers within the DOD Divisions is ongoing regarding Deeds of Commission and Duty Busses to ensure the tabling of viable and sustainable recommendations to the Executive Authority. Subsequent to the reallocation of commissioners to the various committees, a designated commissioner will be frequently available at the office of the DFSC to intensify policy review engagements.

The DFSC-PRC played a pivotal role in the compilation of the recommendations regarding the Military Skills Development System, uniforms and asbestos that were tabled to the MOD&MV on 31 March 2016. An excerpt of the recommendations is mentioned below:

- a. **Asbestos.** The DFSC strongly recommend that the eradication of asbestos in the DOD be prioritised to such an extent that there will be no asbestos in the DOD within five years' time.
- b. **Military Skills Development System.** Although the number of intakes per annum is determined by policy prescripts, the resources available to all Arms of Services can no longer accommodate the prescribed number of MSDS members. It is strongly recommended that services and divisions should only recruit the number of MSDS members that can be trained, utilised and probably appointed, or absorbed into the Reserve Force, for subsequent utilisation on a call-up system within a specific critical vacant area according to the Budget Allocation and within the financial perimeters.
- c. **Uniforms.** The DFSC recommends the appointment of a joint Project Team to develop a standardised SANDF uniform that addresses geographic, climatic and all other unique challenges including the office environment and deployment requirements. As a cost-cutting measure the quality of the fabric, sizes, cuts and numbers of each item should be standardised whilst only allowing for the specific unique colour of each Arm of Service.



Figure 8: Briefing to the Commission by the DOD School of Logistics members during consultative visit to the base

7.4 Special Projects: Submissions

On its establishment in 2009, the INDFSC immediately received 382 individual submissions (grievances) from members of the SANDF. From 2009 to November 2012 a total number of 529 individual and collective submissions were delivered to the Offices of the INDFSC. After its inauguration on 10 October 2013, all of these submissions were handed over to the DFSC and these, in turn were handed over to the Office of the Military Ombud.

Once the DFSC commenced with its visits to military bases and units, several individual and collective grievances were submitted to the office of the DFSC, notwithstanding the declaration by DFSC that: "In terms of the Defence Act, 42 of 2002, as amended, the Defence Force Service Commission does not have a mandate to deal with, or pronounce on, individual complaints and grievances, as these are command and control responsibilities".

The Chairperson conducted consultative meetings with the Stakeholder Analysis Management, Dr M. Guma, in the office of the MOD&MV and the Military Ombud, Lieutenant General (ret) T. Matanzima, to discuss the management of these submissions and the MOU between the Military Ombud and the DFSC will be drafted in FY2016/17.

The DFSC was approached by members of the Khoisan Kingdom and All People and by individual members of other groups to seek intervention from the DFSC regarding their exclusion by the SANDF during the Integration process. Data to this effect was delivered to the Office of the DFSC by the Performance Monitoring and Evaluation Office in the Presidency. After consultation between the MOD&MV and the Commission, the Commission was required to table a recommendation in this regard to the Executive Authority. The Deputy MOD&MV indicated during a meeting with the Commission, that his office is engaging with the Khoisan groups.

The DFSC recommended that since this matter falls being outside the legislated mandate of the Commission, it should be handled by the Executive Authority at a political level. It needs to be mentioned, that the DFSC engaged with several DOD stakeholders regarding this matter and indisputably the same explicit response that the Integration process has been concluded, was received. The DFSC Plenary Board was subsequently approached by the Human Rights Commission on this matter. The Human Rights Commission was made aware of the Government Gazette No 1377 dated 14 December 2001 regarding Terminations of Integration Intake Act, 2001, and Government Gazette No 1240 dated 15 December 2015, regarding the Defence Laws Repeal and Amendment Act, 2015. They were informed that this matter falls outside the mandate of the DFSC and must be dealt with politically.

Table 5 indicates the extent of submissions submitted to the DFSC.

Table 5: Overview of the extent and management of Submissions delivered to the Defence Force Service Commission

S/N	Topic	Total Received	Category	Status	Remarks
a	b	c	d	e	
1	Collective Submission: Ex-Bophuthatswana Defence Force & Bophuthatswana National Security Unit for participating in Coup d' tat	12	Unemployment Death and Pension Benefits	Submitted to MOD Stakeholder Analysis Management on 25 August 2014.	Communicated with the Group's Enquiries Desk on 22 February 2016. Awaiting response from MOD&MV .

S/N	Topic	Total Received	Category	Status	Remarks
	a	b	c	d	e
2	Collective Submission: Ex-Transkei Defence Force for Recognition of Special Pension Benefits similar to the Umkhonto We Sizwe, Azania's People Liberation Army and the South African Defence Force.	57	Pension Benefits	Submitted to MOD Stakeholder Analysis Management and the Military Ombud on 25/08/2014.	Communicated with the Group's Enquiries Desk. Awaiting response from both MOD&MV and Military Ombud.
3	Collective Submission: Salary Rectification	n.a.	Rectification of Salary Notch	Submitted to MOD Stakeholder Analysis Management, Military Ombud and respective Service Chiefs on 08 May 2015.	Salary levels for DAP and Reserve Forces in the respective services were audited and corrective measures regarding appointments, and appointment levels were implemented.
4	Individual Submission: Compensation	1	Compensation	Submitted to MOD Stakeholder Analysis Management and the Military Ombud.	A response was received by the MOD Stakeholder Analysis Management on 27 October 2015 that this matter was attended to and should be referred to a particular division.
5	Collective Submission: Racism	n.a.	Racism	Submitted to MOD Stakeholder Analysis Management, the Military Ombud and relevant division Chief.	Awaiting response from MOD&MV, Military Ombud and Division Chief.
6	Collective Submission: Promotion	n.a.	Occupational Specific Dispensation (OSD)	The submission was collated to MOD Stakeholder Analysis Management, Military Ombud and relevant division Chief.	Matter was resolved. OSD paid out to the relevant members.
7	Individual Submission: Rank review	1	Rank Review	The submission was collated to MOD Stakeholder Analysis Management, Military Ombud and relevant division Chief.	This matter is sub judice and referred, as it does not form part of the mandate of the DFSC.

S/N	Topic	Total Received	Category	Status	Remarks
	a	b	c	d	e
8	Collective Submission: OSD and Racism	n.a.	OSD and Racism	The submission was collated to MOD Stakeholder Analysis Management, Military Ombud and relevant Service Chief.	Awaiting response from MOD&MV, Military Ombud and Service Chief.
9	Collective Submission: Integration matters	18 970	Integration	The submission was collated to MOD Stakeholder Analysis Management and Military Ombud.	Matter was referred to the MOD&MV for a political solution.
10	Collective Submission: Call up for Reserve Force members	21		Submission pending awaiting more information	On receiving all required information, the matter will be forwarded to the Reserve Force Council and Chief Reserve Force.
11	Collective Submission: MK members to be included in the previous National Statutory Forces (NSF) and Central Personnel Register (CPR) database		Registration of NSF on the CPR	Submission pending awaiting more information.	Management of the submission is pending awaiting required information.
12	Collective Submission: Service benefits for compulsory demilitarisation of Finance Officials	643	Service Benefits		The DFSC has been informed that the National Education Health and Allied Workers Union (NEHAWU) took the matter to court and the hearing will take place in May 2016.
13	Collective Submission: Conditions of Service	23	Conditions of Service	The submission was collated to MOD Stakeholder Analysis Management.	Required information could not be obtained for reasons unknown to the DFSC.
14	Collective Submission: Expectations created		Administration challenges and Expectations	Matter was discussed on 13 April 2016 between the Commission and the Military Ombud.	The matter will be referred to the Service Chief and the Chief Reserve Force.
15	Submissions received since 2009 that were handed over to Military Ombud	283	Applicable to all Arms of Service and Divisions	Handed over to Military Ombud	DFSC will again inform members of submissions handed over to Military Ombud, and that enquiries should be addressed to that office.

8. INTERNATIONAL VISITS

The Defence Force Service Commission (DFSC) undertook foreign visits to the Namibian Defence Force (NDF) from 10 May to 14 May 2015 and Zimbabwe Defence Force (ZDF) from 24 to 28 January 2016 with the aim of benchmarking on remuneration, service conditions, service benefits policies, structures, strategies and processes with specific reference to the determination of military members' pay, service conditions and service benefits, the retention of skills, performance management systems, discipline, working environments and tools of trade.

The Commission learnt, during the briefings and discussions with the NDF, that there were many similarities between the processes and systems of leave and allowances, to name a few. Namibia's Government Institutions Pension Fund (GIPF) is very similar to South Africa's Government Employees Pension Fund, since they administer pensions for all civil servants, other state related entities and state owned enterprises.

During the DFSC's visit to Namibia, the GIPF was reviewing the pension benefits specifically for the Defence Force given that they will have different retirement ages. The Commission was informed that it was envisaged that this process would be finalised in three months' time (August 2015).

The Commission was impressed by the NDF's recruitment process, which makes use of recruits from the National Youth Service (NYS).

The NYS was established by the National Youth Service Act, Act No 6 of 2005. The NYS is involved in the following

- a. Youth recruitment from all regions and constituencies in Namibia,
- b. Youth development through actively involving youth in national development efforts and activities,
- c. Encouraging youth voluntarism,
- d. Facilitating youth contribution to socio-economic development and poverty alleviation and
- e. Creating opportunities for skills development and career path for the youth.

The Commission was also warned that the SADF & KOEVOET members in South Africa should not be ignored, as neglecting these members might pose a security threat to South Africa in future.

Namibia was commended by the DFSC on the August 26 institution which is also used to absorb members of the NDF who have exited the system. August 26 Holding Company (PTY) Ltd, is a 100% government owned company of which the Ministry of Defence (MOD) is the shareholding ministry on behalf of the government of the republic of Namibia.



Figure 9: DFSC's consultation with the officials from the Republic of Namibia Ministry of Defence on Conditions of Service and related matters



Figure 10: Ambassador M.V. Mavimbela (RSA) briefing the DFSC delegation during the Commission's benchmarking visit to the Zimbabwe Defence Forces

In the Zimbabwe Defence Forces (ZDF), the Commission was captivated by, amongst others, the structure, functioning, and powers of the Zimbabwe Defence Force Service Commission.

The Zimbabwe Defence Force Service Commission is empowered and receives overwhelming support from the Uniformed Forces Service Commissions Agency which consists of three distinct Commissions: namely the Defence Forces Service Commission, Police Service Commission and Prison Service Commission. The Uniformed Forces Service Commissions Agency forms part of the Civil Service Commission.

The Commission also noted and commended the Zimbabwe Ministry of Defence on the maturity of its Civil Military Relations, as well as the speedy turnaround time on their procurement processes.

Of particular interest is how the ZDF, as a force during peace time is being utilised. The ZDF is exposed to helping with the direct building of communities and country at large, for example using their expertise to build bridges, schools, clinics and so forth.

The Commission also noted that the ZDF is presently, with the aid of the Zimbabwe National Army, uplifting and destroying landmines that were planted by Smith's colonial regime during the war of liberation. Agriculture and tourism activities are now on course in areas which were once infested with landmines.

Both Defence Forces expressed their strong conviction that unions do not belong in a military force. Similarly, both Forces also emphasised the need to ensure that soldiers are well taken care of post retirement as a security measure. Both Forces also have clear exit strategies to ensure a rejuvenated Force.

The Commission intends taking lessons learnt and channelling them to the relevant committees within the DFSC for further investigation and eventually make recommendations to the Minister of Defence and Military Veterans.



Figure 11: DFSC delegation during benchmarking exercise to Zimbabwe Defence Forces



Figure 12: Members of the Defence Force Service Commission arriving at the Defence Head Quarters in Zimbabwe during benchmarking visit



Figure 13: DFSC Chairperson co-chairing meeting with Zimbabwe Defence Force Service Commission Deputy Chairperson during benchmarking visit to the Zimbabwe Defence Forces

9. VISITS TO INTERNAL MILITARY BASES AND UNITS

In line with its functions as defined in Section 62B of the Defence Amendment Act, the DFSC undertook consultative visits to SANDF units/bases with the purpose of interacting with uniformed members of the SANDF, both permanent and reserve force members, on issues relating to conditions of service, and follow-up visits to seven (7) units/bases for monitoring purposes.



Figure 14 & 15: DFSC Commissioners meeting members of SAS Wingfield Command Team



Figure 16: Commissioners conducting a facility inspection at South African National War College



Figure 17: Commissioners interacting with SANDF members during consultative visit to DOD School of Logistics



Figure 18: DFSC Commissioner during a consultative visit to SAS Wingfield



Figure 19: Members from SA Navy engaging with the Commission during one of the consultative visits undertaken during the 2015/16 financial year



Figure 20: Commission during briefing at South African National War College

Of concern to the Commission was the state and unavailability, in certain instances, of training equipment as it has a direct impact on the calibre of soldiers that the South African National Defence Force (SANDF) will produce moving forward. The non-transparent manner in which members are being promoted concerns members and was at times perceived by them as racism, nepotism and favouritism.

The living conditions in some units are fair in that some buildings are well maintained, whereas others are not. What concerns the Commission is the continued use of asbestos roofing sheets by the SANDF on many of its facilities.

The non-staffing and the lengthy vetting process of Public Service Act Personnel (PSAP) posts, who offer support to the uniform members, is threatening the continued productivity of the units.

The DFSC noted with grave concern the use of virtual structures by bases/units to supplement shortage of posts in the outdated and insufficient post structures of the SANDF. This has resulted in members taking on additional tasks and responsibilities where such virtual structures could be established.

The shortage and the poor quality of uniforms issued to members were found to be an unacceptable practice as this matter also affects the discipline and training of members.

The DFSC was however, impressed by the 'can do' attitude of most of the SANDF members and appreciates the hospitality and co-operation that SANDF leadership and units showed to the Commission.

Of concern to the Commission was also the fact that many members expressed very negative attitudes toward the DOD and SANDF Leadership. It is clear to the Commission that there needs to be a better understanding of the current youth recruited into the SANDF, and of university graduates.

10. ACTIVITIES, ENGAGEMENTS AND MILITARY BASE VISITS DURING FY2015/16

The following tables indicate, in sequence, the more than 60 activities and engagements of the DFSC with internal and external DOD Strategic Stakeholders. This is in pursuit of validated information to be able to comply with its legislated mandate regarding the tabling of recommendations on the improvement of the lives of members of the SANDF to the Executive Authority.

Tables 6 to 19 indicate the activities in which the Commission had engaged on during FY2015/16.

Table 6: Defence Force Service Commission: Plenary Board Meetings

Date	Event
a	b
8 May 2015	DFSC Plenary Board Meeting with the focus on the introduction of newly Inaugurated Commissioners and attendance of the Memorial of late Lt Gen B. Mbatha
28 June 2015	DFSC Plenary Meeting and presentation by Maj Gen A. Fakir, Chief Director Human Resources Development on Education, Training and Development in the SANDF
31 July 2015	DFSC Plenary Board Meeting. Presentations by (i) SANDU representative, Mr S. Dubazane and (ii) Advocate Netshitenzhe of the Intelligence Council on Conditions of Service
28 August 2015	DFSC Plenary Board Meeting
23 September 2015	DFSC Plenary Board Meeting

Date	Event
a	b
1 October 2015	DFSC Plenary Board Meeting, presentation by C JOps and Lt Gen D. Mgwebi regarding deployment in Sudan
9 December 2015	DFSC Plenary Board Meeting
15 January 2016	DFSC Plenary Board Meeting, presentation by SAMHS on Monitoring and Evaluation
30 to 31 March 2016	DFSC Plenary Board Meeting and presentations by the ARMSCOR Control Board; Defence Reserves; and Human Rights Commission

Table 7: Defence Force Service Commission: Strategic Work Sessions

Date	Event
a	b
3 to 5 November 2015	Strategic Planning Worksession for DFSC FY2016/17
8 to 9 February 2016	Strategic Planning Worksession on Recommendations to the MOD&MV



Figure 21: Commissioners and DOD invited guests at the DFSC Strategic Work Session in November 2015



Figure 22: Commissioners and DOD invited guests at the DFSC Strategic Work Session in November 2015

Table 8: Defence Force Service Commission: Committee Meetings

Date	Event
a	b
CONDITIONS OF SERVICE COMMITTEE	
25 June 2015	Table concerns identified during unit/base visits
30 June 2015	Discussion on conditions of service concerns raised and identified
27 August 2015	Tabling a way forward on concerns raised
16 September 2015	Discussion on and investigation of priority focus areas
3 - 4 February 2016	Drafted recommendations for Work Session February 2016
22 - 25 February 2016	Discussion on recommendations for submission to DFSC Plenary Board Meeting in March
16 March 2016	Draft recommendations for DFSC Plenary Board
26 March 2016	Final document drafted for DFSC Plenary Board

POLICY REVIEW COMMITTEE	
16 September 2015	Combined meeting between Policy Review and Conditions of Service Committee to discuss the focus of main effort
23 March 2016	Approval of recommendations to be tabled to the DFSC Plenary Board on 30 March 2016
PAY AND SERVICE BENEFITS COMMITTEE	
25 June 2015	Discussions on SANDF Dispensation for FY2016/17
31 July 2015	Finalisation of Activity Plan for remainder of FY2015/16
16 September 2015	Discussions on Death Benefits

Table 9: Meetings with the Minister and Deputy Minister of Defence and Military Veterans

Date	Event
a	b
19 May 2015	Budget Vote speech of MOD&MV
19 May 2015	Meeting with Deputy MOD&MV: Integration concerns of the Khoi San Groups
02 June 2015	Meeting with the MOD&MV
24 November 2015	Meeting with the MOD&MV
01 March 2016	Meeting with the MOD&MV

Table 10: Meetings with other Government Departments

Date	Event
a	b
3 September 2015	Department of Justice and Constitutional Development
8 September 2015	State Security Agency
30 September 2015	South African Revenue Services
3 October 2015	Department of Correctional Services
12 October 2015	South African Police Services
1 December 2015	Public Service Commission
4 to 5 February 2016	Intelligence Academy Networking Dinner and Training Research Workshop, Pretoria
18 February 2016	Department of Public Service and Administration

Table 11: Meetings with Public Entities and Chapter 9 & 10 Institutions

Date	Event
a	b
19 June 2015	Consultation with Auditor General of South Africa (AGSA) representative re DFSC audit
19 October 2015	Meeting with the CEO of the Castle Control Board in preparation for the Portfolio Committee meeting
30 October 2015	Meeting with A/DG Public Service Commission re Organisational Structures and working protocols

2 January 2016	Inaugural Event of the Castle of Good Hope's 350 Year Commemoration
3 March 2016	Launch of the National Defence Industry Council (NDIC) and Dinner

Table 12: Meetings with Military Unions

Date	Event
a	b
27 March 2015	South African National Defence Union (SANDU)
18 December 2015	Meeting with South African Security Forces Union (SASFU) re the dismissal of 57 SANDF soldiers from the DRC
12 January 2016	Follow-up meeting with SASFU re Conditions of Service complaints
15 January 2016	Follow-up meeting with SASFU

Table 13: Attendance of SANDF Parades and Other Ceremonies

Date	Event
a	b
11 June 2015	Attending the Basic Military Passing out Parade at Hoedspruit
23 September 2015	Attended the C SANDF Medal Parade in Pretoria
8 November 2015	Attended the Closing Parade and Ceremony at the Combat Training Centre, Lohathla, of AMANI Africa II Field Training Exercise
19 November 2015	Attended the graduation ceremony of the SA National War College
8 to 11 December 2015	Attended the Awards Ceremony, the Passing out Parade and the Graduation Ceremony of members of the Military Academy
12 January 2016	Opening Parade of the Security and Defence Studies Programme (SDSP), Defence College
29 January 2016	SA Air Force Prestige Day Parade and Basic Military Training Parade, Pretoria
10 February 2016	C SANDF Medal Parade, Simons Town
11 March 2016	C SA Army Change of Command Parade, Pretoria
24 March 2016	GOC Infantry Formation Change of Command Parade, Oudtshoorn



Figure 23: Chairperson of the DFSC interacting with members at Fort IKAPA

Table 14: International Benchmarking visits

Date	Event
a	b
10 to 14 May 2015	Benchmarking visit to Namibian Defence Force
24 to 28 January 2016	Visit to Zimbabwe Defence Forces and Service Commission

*Figure 24: Zimbabwe Secretary for Defence during his address to the Commission at the Zimbabwe Defence Head Quarters***Table 15: Visits to SANDF Basis and Units**

Date	Event
a	b
08-10 July 2015	Visit to SAS Wingfield
15-17 July 2015	Visit to DOD School of Logistical Training
19-20 August 2015	Visit SAS Simonsberg
15 October 2015	Visit to Fort iKapa Military Base, a Regional Reserve Force Nodal Point
13 November 2015	Visit to College of Educational Technology
16-17 November 2015	Visit to the SA National War College
19 November 2015	Visit to the Warrant Officers Academy
07 March 2016	Follow-up visit to Gordons Bay Naval College
07 March 2016	Follow-up visit to 2 Military Hospital
08 March 2016	Follow-up visit to DOD School of Logistics
08 March 2016	Follow-up visit to SAS Simonsberg
09 March 2016	Follow-up visit to SAS Wingfield
16 March 2016	Follow-up visit to Military Academy
17 March 2016	Follow-up visit to SAS Saldanha



Figure 25: Commissioners engage with Management Staff from SAS Wingfield

Table 16: Engagements with Strategic External Role Players

Date	Event
a	b
30 April 2015	Consultation with Alternative Service Delivery Implementation Board on the finalisation of the DFSC Annual Report
19 May 2015	MOD&MV Budget vote speech
20 May 2015	Media briefing breakfast post MOD&MV Budget vote speech
11 June 2015	Business Consultation with Service provider (Vodacom)
12 July 2015	Meeting with Mr E.A. Potgieter (HR specialist) on HR related matters
19 July 2015	Represented the DFSC at the institution of Reverent Londt at St Steven's Church, Littleton
04 August 2015	Consultation with Alternative Service Delivery Implementation Board re Annual Report FY2014/15
06 August 2015	Meeting at the Cape Peninsula University of Technology
11 August 2015	Joint Seating: Debate on Women, at the National Assembly Chamber in Parliament
10 September 2015	Meeting with Vice-Rector of University of Stellenbosch, Prof N. Koopman regarding Transformation
14 September 2015	Meeting with CFO and National Treasury re Travel arrangements for Commissioners
17 September 2015	Attended a seminar on the UN Mission to Somalia at the South African National Defence College
22 September 2015	Meeting with Intelligence Council on Conditions of Service
13 October 2015	Meeting with Heraldry re the requirements for the DFSC logo
29 October 2015	Attended a function at the Turkish Embassy, commemorating the Turkish Freedom Day celebrations
01 December 2015	Attended the Romanian Great Union Day celebrations
10 February 2016	Attended the Speaker's Ball, Alphen House
11 February 2016	Independent Media pre-SONA lunch, at the Mount Nelson Hotel
26 February 2016	Turkish Coffee Morning for spouses and other SANDF delegates
15 March 2016	International Social Worker Day Seminar, University of Western Cape, Sonke Gender Justice and National Association of Social Workers South Africa at Tygerberg Hospital

Table 17: Engagements with Strategic SANDF Stakeholders

Date	Event
a	b
04 June 2015	Departmental Planning and Budget Expenditure Committee (DPBEC)
01 July 2015	Meeting with Brig Gen (ret) P.J. Oelofse regarding the development of a Military OSD
03 July 2015	Meeting with General Officer Commanding (GOC) SAMHS Training Formation, Brig Gen E.M. Joseph, regarding para-statal partnership with amongst others the University of Pretoria
07 July 2015	Meeting with CHR, Lt Gen N. Yengeni to discuss amongst others, the insurance coverage of the Commissioners which has not been concluded yet and to advance cooperative relationships
08 July 2015	Meeting with DIMS to discuss progress regarding the DFSC Secretariat organisational structure review
08 July 2015	Meeting with PSO of C HR on procedures for Incapacity leave
16 July 2015	Meeting with Dr A. Jamuna, Oral Health Specialist SAMHS
26 July 2015	Visit to the C SANDF, General S. Shoke
30 July 2015	Represented the DFSC at the Education Trust function hosted by C SANDF, Gen S. Shoke
13 August 2015	DPBEC meeting re request for additional funds
24 August 2015	DIMS meeting re the DFSC Organisational Structure
08 September 2015	CFO: Strategic engagement with CFO on DFSC Budget
09 September 2015	DLSD engagement regarding the Amendment of the Defence Act
16 September 2015	Meeting with Lt Gen A. Sedibe, SG of the SANDF to enhance working relations between the DFSC and the SAMHS
16 September 2015	Meeting with D HQ Unit Procurement on expediting Logistic Authority and Financial Authority processes
17 September 2015	Attended the SG's Awards Ceremony (SAMHS)
18 September 2015	Meeting with the OC of Defence HQ regarding military transport
18 September 2015	Meeting with Brig Gen (ret) A. Jansen regarding the planned DFSC conference on Civil/Military relations
21 September 2015	Follow-up meeting with Brig Gen (ret) P.J. Oelofse regarding the development of a Military OSD
23 September 2015	Meeting with C SA Air Force to enhance working relationships between the DFSC and the South African Air Force
14 October 2015	Meeting with Lt Col J. Watson, the Lan Support Professional (LSP) of the DOD
15 October 2015	Meeting with Kasteelpark Office representatives on maintenance and repair programme of DFSC offices
23 October 2015	Meeting with Brig Gen B.C. Geldenhuis, from the Office of Chief Joint Operations regarding the visit to the deployed areas in Sudan
29 October 2015	Attended the C SANDF Sport Awards Gala Event
02 November 2015	DFSC Commission addressed the MCC
29 November 2015	Attended the SANDF Educational Trust Fund Raising Event hosted by C SANDF
3 December 2015	Meeting with Acting C Logistics and Director Procurement
12 January 2016	Meeting with DIMS re the progress of the revision of the DFSC structure
18 January 2016	DMLD consultation on the Amendment of the Defence Act
22 January 2016	Courtesy visit to Lt Gen V. Masondo after his appointment as Chief Corporate Services (CCS)

22 January 2016	Representative from the Office of the SecDef re the implementation of the recommendations from INDFSC and DFSC
28 January 2016	SA Air Force Prestige Awards Evening
29 & 30 January 2016	Farewell functions for Lt Gen D.M. Mgwebi, Burgerspark Hotel and Sandton
15 February 2016	Briefing to DFSC by CJ Ops on Sudan visit planned
19 to 21 February 2016	C SANDF Armed Forces Golf Day Awards Dinner and Armed Forces Day

Table 18: Special Projects

Date	Event
a	b
Establishment of the DFSC Dual Office	
11 September 2015	Site visit to evaluate the progress at the DFSC dual office at Wingfield
18 - 19 January 2016	Site visit to evaluate the progress at the DFSC dual office at Wingfield
12 February 2016	Site visit to evaluate the progress at the DFSC dual office at Wingfield
29 February 2016	Site visit to evaluate the progress at the DFSC dual office at Wingfield
DFSC Conference on Civil/Military Relations	
16 February 2016	DFSC Conference Discussion meeting: Maj Gen (ret) K. Mokoape, Mr S. Rasethabe
17 February 2016	DFSC Conference Discussion meeting: Brig Gen T. Mandela
25 February 2016	DFSC Conference Discussion meeting: Mr S. Hamilton

Table 19: Funerals and Memorial Services

Date	Event
a	b
08 May 2015	Memorial Service of Lt Gen B. Mbatha
18 July 2015	Attending the funeral of a family member of the Sec Def, Dr S. Gulube
07 November 2015	Funeral Service of Mr Chumani Nqakula, late son of the MOD&MV
05 December 2015	Burial Service of Ms Nomalize Sompzo, Office Manager of MOD&MV
27 February 2016	Burial Service of Mrs Dinah Masondo, spouse of Chief Corporate Services

11. LINKING PERFORMANCE WITH BUDGET

The DFSC, being an Organ of State, reports to the MOD&MV. After it received the financial delegation to manage its budget on 1 April 2015, the DFSC conducted weekly Budget Control Committee (BCC) meetings, as far as possible, to ensure the expenditure within the allocated budget complies with Public Finance Management Act regulations. All expenditure and Financial Authorities (FAs) were tabled and approved by the BCC prior to the procurement and acquisition processes.

The DFSC held 20 BCC meetings over the reporting period for effective management and control of the allocated budget and financial delegations on the following dates:

- 17, 21 and 28 April 2015
- 8 and 30 June 2015
- 7, 14 and 28 July 2015
- 24 August 2015
- 1, 8, 15, 22 and 29 September 2015
- 3 December 2015
- 13 and 20 January 2016
- 7, 17 and 23 February 2016

According to the Budget Vote, an amount of R9 753 371 was allocated to the DFSC for FY2015/16. This amount was increased on 08 September 2015 by the CFO to R11 953 373, of which R6 903 016 was allocated to Item 10, remuneration of HR and R5 050 357 was allocated to the Operational Budget in Items 15 to 60. This adjustment increased the Operational Budget amount to R2 899 600. The DFSC was able to spend 87% of its Operational budget. The reasons for under spending 21% of the Operational Budget are multifaceted and elaborated on in Table 4.

The DFSC was able to spend 92% of its allocated HR budget during the period under review. The deviation was a result of the delayed staffing processes of members in the funded vacant posts due to vetting and other processes.

The amount of R84 980 was paid towards skills development for two members of the Secretariat within the DFSC. This amounts to 1.7% of the Operational Budget. In doing so the DFSC complied with Education, Training and Development (ETD) requirements to spend 1% of its allocated budget allocation on skills development and training.

Foreign visits to appraise best practises on conditions of service to the Namibian Defence Force (NDF) over the period 10 to 14 May 2015 and the Zimbabwe Defence Force (ZDF) over the period 24 to 28 January 2016, resulted in the expenditure of 13.3% (R674 977) of its allocated Operational Budget.

The DFSC was obliged to make use of nine Reserve Force members during FY2015/16 to strengthen core and support functions within the secretariat. An amount of R1 134 735 (16.4%) of the HR Budget was utilised for the remuneration of these members.

The DFSC envisaged the expenditure of R11 219 459, which is 94% of the total allocated budget. Various reasons as reflected in Table 3 resulted in the delayed payment of invoices to the amount of R453 985. These invoices will be paid from the allocated budget of the DFSC for FY2016/17.

The following table (Table 20) deals with the financial resources deployed to meet the strategic outputs and specific key performance indicators. The financial information agrees with the information in the annual financial statement provided by the Office of the CFO in the DOD.

Table 20: Defence Force Service Commission: Income and Expenditure Report on 31 March 2016

Item	Vote	Current Allocation	Paid	Available	Financial Authority	Remarks
a	b	c	d	e	f	g
Item 10 HR Allocation	R6 903 016	R6 903 016	R6 365 567 92% Utilised	R537 449	N/A	<ul style="list-style-type: none"> The DFSC made use of ten Reserve Force members intermittently during the period under review to augment core and support services within the Secretariat. Advertisements for seven vacant and funded posts were posted during the first financial quarter. Interviews were held and the recommended appointments of successful candidates were submitted by the DFSC. The appointment of seven permanent members in the funded vacant posts could not be effected during the period under review due to protracted DOD staffing processes that includes the verification of qualifications by the South African Qualifications Authority and vetting by the Defence Intelligence Division.
Item 15 Subsistence and Travel	R1 792 742	R2 863 417	R2 497 101 87% Utilised	R81 033	R2 205 765	<ul style="list-style-type: none"> The underutilisation of the allocated funds within this serie is attributed to the late delivering and submission of outstanding invoices from Travel with Flair during March 2016, dating back to 2014 to the amount of R238 188 (8%). The payment of the invoices could not be effected due to the early closing of the financial management system and fraudulent activities. Invoices submitted to the Finance Division for payment to the amount of R146 986 (5%) was not paid within the current FY therefore a roll over to the FY 2016/17 is certain. Provision was made for an envisaged visit to the deployed SANDF soldiers in Sudan. Authorisation from the United Nations could not be obtained before the end of FY2015/16, and the SANDF troops were subsequently withdrawn from SUDAN by the Commander in Chief. The intended funds could therefore not be spent.

Item	Vote	Current Allocation	Paid	Available	Financial Authority	Remarks
a	b	c	d	e	f	g
Telephone Costs (Cell)						<ul style="list-style-type: none"> The amount of R14 158 (1%) that was allocated for the payment of telephone accounts could not be spent because Vodacom could not submit the required invoices before 14 March 2016, which was the target date for the submission of invoices for payment.
Item 20 Goods: Hardware and Office Supplies	R172 893	R255 325	R193 443 76% Utilised	R5 886	R239 669	The Government Order for required Analogue Digital Processing devices and office supplies to the amount of R31 317 (12%) was issued after the target date of 14 March 2016. As a result, the Government Order was cancelled and this amount is reflected as an under expenditure on Item 20.
Item 25 Household and Office Furniture	R269 534	R198 467	R138 252 70% Utilised	R12 614	R182 076	<p>The 12% under expenditure of funds allocated to Item 25 can be ascribed to the following:</p> <ul style="list-style-type: none"> The invoice for office furniture to the amount of R5 000 was cancelled due to poor quality of the delivered item. Payment to the amount of R13 772 could not be effected as Minolta could not process the invoices before the target date of 14 March 2016. The assigned service provider was not able to deliver required goods (TV and fridge) to the amount of R21 999 before 14 March 2016
Item 35 Printing and Catering Service	R356 280	R407 114	R397 366 98% Utilised	R3 841	R403 274	<ul style="list-style-type: none"> An order was created for the procurement of a recording and microphone system for the DFSC Board Room to the amount of R95 822. The goods could not be delivered within the current financial year due to a delay in the clearance process at customs. The new DFSC Logo was approved and registered by Heraldry on 17 March 2016. UVO, the approved service provider to design the template for this Logo for printing of business cards and the branding of stationary, was not able to process an invoice to the amount of R5 905 before the target date of 14 March 2016.

Item	Vote	Current Allocation	Paid	Available	Financial Authority	Remarks
a	b	c	d	e	f	g
Item 40 Exit Payments	R0	R0	R3 684 100% Utilised	-R3 684	R0	Due to the unplanned resignation of a staffed member within the Secretariat of the DFSC, funds were moved into this series for the payment of leave gratuity to this member.
Item 60 Asset Purchases	R256 906	R1 326 034	R1 170 061 88% Utilised	R3 560	R1 322 475	The outstanding payment of R123 646 (9%) can be ascribed to the following: <ul style="list-style-type: none"> • The protracted process to register a service provider like the Government Printers for the printing of reports in a Government Gazette. • Allocation of a service provider by the Procurement Unit that cannot deliver the goods according to the specifications provided by the DFSC.
Total	R9 753 371	R11 953 272	R10 765 474 90% Utilised	R640 699	R4 353 259	Financial Authorities to the amount of R3 816 356 were paid. 88% Utilised

PART H

HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The Human Resource component within the Secretariat of the DFSC was severely challenged in the reporting period. It had to rely on the SANDF-remunerated staff on detached duty and on the utilisation of Reserve Force members to supplement the gaps within the core – and support functions.

2. THE STATUS OF HUMAN RESOURCES IN THE DEFENCE FORCE SERVICE COMMISSION

The DFSC is mandated in terms of Section 62B(3) of Defence Amendment Act, Act No 22 of 2010, to “...in consultation with the Minister, call upon any member of the Defence Force or employee of the Department to assist it in the execution of its functions, and such person is obliged to provide the necessary assistance”.

During the first quarter the FY2015/16, DFSC paid R165 000 to advertise the vacant funded post of Deputy Director Operational Support in the Sunday Times. Five vacant funded posts were advertised internally via Department of Public Service and Administration (DPSA) circular at no cost for the DFSC. A total number of 1 560 applications were received for the seven vacant posts. The required processes were followed, interviews were held with the short listed candidates and the process to initiate the placement of the successful candidates commenced. As a result of the protracted processes to verify qualifications by the South African Qualifications Authority and the vetting of the candidates by Defence Intelligence, none of these posts could be staffed by the end of March 2016. These posts are:

- Deputy Director: Operational Support (L11).
- Assistant Director Policy Monitoring and Evaluation (L9).
- Admin Clerk: Media Clerk (L5).
- Admin Clerk: Procurement Clerk (L5).
- Registry Clerk (L5).
- Driver (L4) two posts.

No suitable candidate was recommended for the Senior Administrative Officer (Case Management (L8) and Senior Secretary Gr iv (L7) posts. The post for the secretary to the Head of the Secretariat became vacant in December 2015. Staffing for these vacant positions will be addressed during FY2016/17.

As a result of the eleven unstaffed posts within the Secretariat, the DFSC relied heavily on the support from Services and Divisions to call up Reserve Force members and detached DAP to supplement the core – and support functions within the DFSC. During FY2015/16, ten members from respective Reserve Forces were utilised intermittently and five DAP from the SAAF, SA Navy, SAMHS and DOD HQ respectively.

The demographic representation of the uniform members designated to assist the DFSC during the period under review is illustrated in Table 21 below. The DFSC needs to mention that no Coloured and Indian persons were called up from the Reserve Forces or detached from the respective services to the DFSC for the period under review.

Table 21: Demographic Representation of the members from the Reserve Forces and Defence Act Personnel

S/N	Detached Defence Act Personnel	Arms of Service	Period	Male	Female	Race
	a	b	c	d	e	f
Members from the Reserve Forces						
1	Col L. du Plessis PSO to the Chairperson	SA Army	01 December 2015 to 31 May 2016	F		White
2	Lt Col D.D. Mtimkulu Commission Secretary	SAAF	01 April 2015 to 31 March 2016	M		African
3	Lt Col L. Monareng PSO to the Chairperson (Member fell ill and was hospitalised)	SA Army	01 June 2015 to 31 December 2015		F	African
4	Maj R.N. Mokae PSO to the Chairperson Member went on course from June till December 2015 Office of the Chairperson: Protocol and Special Projects	SAAF	01 April 2015 to 05 June 2015 01 February 2016 to 31 March 2016		F	African
5	Maj N.T. Munyai Logistics and Finance	SA Army	01 March 2016 to 31 March 2016	M		African
6	Sgt L.S. Mabusela Registry	SAMHS	01 March 2016 to 31 March 2016		F	African
7	CO B.A Pitsi Research	SAAF	01 March 2016 to 31 March 2016		F	African
9	Pte D.T. Tjeba Driver	SA Army	01 March 2016 to 31 March 2016	M		African
10	Pte D.T. Radebe Driver	SA Army	01 March 2016 to 31 March 2016	M		African
Members on Detached Duty from Services						
11	Lt Col C.R. Stanton (Corporate Communication)	SAAF	01 August 2015 to 31 March 2016	M		White
12	Lt Col M. Loots (A/Policy Review Coordinator)	SAMHS	01 April 2015 to 31 March 2016		F	White
13	Cdr L. Alberts (Research)	SA Navy	01 March 2016 to 31 March 2016	M		White
14	LS W. Baloyi (Personal Driver to the Chairperson and Procurement)	SA Navy	01 April 2015 to 31 March 2016	M		African
15	Ms A. Gujulwa	DOD HQ Bank of Lisbon	01 April 2015 To 31 March 2016		F	African

Table 22 below indicates the demographic status of the permanently appointed members within the Secretariat. The DFSC has to mention that no Coloured, Indian, or persons with disabilities have been appointed within the DFSC Secretariat to date.

Table 22: Defence Force Service Commission Secretariat: Demographics of Permanent Employees

S/N	Permanent employees to the DFSC Secretariat	Male	Female	Race
a		b	c	d
1	Mr M.M.P. Motsepe Head of Secretariat: Director	M		African
2	Mr T.V. Mthombeni Assistant Director: Communication Officer	M		African
3	Mr N.S. Van Wyk Assistant Director: Process Support	M		White
4	Mrs T.B. Kunene Assistant Director: Policy Review		F	African
5	Mr T.L. Magubane Assistant Director: Researcher Total Rewards	M		African
6	Mrs Z Maya Assistant Director: Admin Support		F	African
7	Mrs M.M. Tema Senior Administrative Officer		F	African
8	Mr J.T. Masilo Chief Provisioning Admin Clerk	M		African
9	Mr R.F. Malatsa Senior Provisioning Admin Clerk	M		African

Table 23 indicates the compliance of the DFSC with the DOD Employment Equity Targets.

Table 23: Department of Defence Employment Equity Targets versus the Current Racial Profile of the Defence Force Service Commission

S/N	Race	DOD Employment Equity Targets	DFSC Racial Profile of Permanent Employees
a		b	c
01	African	65%	90%
02	White	24%	10%
03	Asian	1%	0%
04	Coloured	10%	0%
05	Person with Disability	2%	0%

The DFSC intends to correct the diversity profile through future appointments.

3. HUMAN RESOURCES CHALLENGES

The INDFSC proposed a structure for the Secretariat of the DFSC that comprises of 19 permanent posts. This structure was approved and funded by NT, with a recommendation, that if needed, this structure can be revised once the DFSC has been established for two years. The DFSC reached its second year on 10 October 2015.

The DFSC approached the Directorate Integrated Management Systems (DIMS) since June 2015 to assist with the revising of the structure of the Secretariat. The newly proposed structure was initially approved by DIMS towards the end of November 2015.

Subsequent to the meeting between the MOD&MV, the Sec Def, CHR and the Commission on 24 November 2015, the MOD&MV instructed the Sec Def to appoint a Task Team to investigate the appropriateness and the level of the HR structure of the Secretariat of the DFSC as well as that of the Commissioners.

The consequence of the cost containment measures on structures and posts announced by the Minister of Finance during February 2016 is to the detriment of the DFSC. The implications for the DFSC are that the initial structure of 19 posts cannot be increased in numbers; and therefore the support structure needs to be reduced with three members to substantiate the increase in the number and level of appointments of researchers within the core function. The appointment levels of the Chairperson, Commissioners and Head of Secretariat needs to be elevated.



Figure 26: Members of the SANDF during the Armed Forces Day held in February 2016

PART I

CONCLUSION

The DFSC is the last entity to be appointed in the DOD to resolve issues, by putting relevant implementable recommendations on pay and service benefits and policies in respect of conditions of service to the Executive Authority. The implementation of these recommendations can enable the establishment and maintenance of sustainable combat readiness required to uphold the mandate of the DOD, as derived from the Constitution of the Republic of South Africa (Act No 108 of 1996 Section 200), namely to protect the sovereignty and territorial integrity of the RSA.

With this submission of the annual report for FY2015/16, the Defence Force Service Commission wishes to express its sincere appreciation to the Honourable Minister of Defence and Military Veterans for the opportunity to be able to serve the members in uniform to the best of its collective ability.



Figure 27: Commissioners attending Armed Forces Day held in February 2016



Figure 28: Members of the SANDF during the Armed Forces Day held in February 2016

ANNEXURE 1

PROFILES OF THE SERVICE COMMISSIONERS IN THE DEFENCE FORCE SERVICE COMMISSION FY2015/16



Figure 29: DFSC Commissioners for the 2015/16 Financial Year

1. Professor E.L. Van Harte: Chairperson

Professor Edna van Harte (nee Abrahams) studied at the University of the Western Cape (UWC) and graduated with a Bachelor's Degree in Social Work in 1969, have two degrees in Communication from the University of South Africa (Unisa), and a Doctorate in Counselling Psychology from Columbia University, New York. She started her professional career as a Social Worker at the South African National Council on Alcoholism in 1970. After six years she joined the University of the Western Cape as Senior Research Assistant at the Institute for Social Development and a few years later was asked by the UWC Rector to become the first Campus Coordinator to work with the Student Representative Council, all student clubs and organizations on campus, and to be an advocate for the students well-being especially given the political turmoil and academic hardships of the time. While in that role she was detained in 1980 and held at Pollsmoor Prison. In 1984 she left the country on a scholarship to study for a Masters Degree in Counselor Education at City University of New York-Queens College and upon graduation was accepted into the EdD program in Counselling Psychology at Teachers College, Columbia University. She worked at various USA tertiary education institutions and for her last seven (7) years in the USA as a Psychologist at Pace University, New York. Prior to coming back to South Africa she was asked by the latter mentioned institution to establish a Multicultural Centre and upon its establishment was appointed as its first Director. Once back in South Africa she served as the Executive Director of the Desmond Tutu Educational Trust, a donor Organization to the five tertiary institutions in the Western Cape. In 2002 she was appointed as Executive Assistant to the Vice Chancellor and Rector of Stellenbosch University to advance transformation at the institution. Two years later she became the first woman and Black person to be appointed as Dean of Students at Stellenbosch University. In 2006 as result of racial turmoil at the Military Academy she was appointed as

the first Black and female Dean at the Military Academy. She was part of the founding team that started the Security Institute for Governance and Leadership (Sigla@Stellenbosch) at Stellenbosch University. In her capacity as Dean Military Academy she travelled to various countries for military educational purposes (Canada, USA, Cuba, France, UK and China for example). She retired from the Military Academy in December 2011 and from Stellenbosch University on the 31st December 2013. In October 2013 she was inaugurated as the Chairperson of the first permanent Defence Force Service Commission (DFSC) of the Department of Defence, RSA. She has served on boards of many organizations and received numerous awards for her work in the USA and RSA. She was awarded the Future SA Army Strategy Commendation Certificate 2012 dedicated for the advancement of the objectives of the Strategy and displaying commitment beyond the call of duty.

2. Maj Gen (Ret) B.H. Holomisa: Deputy Chairperson

Maj Gen (Ret) Holomisa (MP) co-founded the United Democratic Movement in 1997 and currently serves as its President. Within a period of twenty months since the UDM was established in 1997, he together with 13 other members of the Party were elected to the RSA Parliament. He was a former Commander of the Transkei Defence Force (TDF) and Head of the Transkei government (former independent homeland between 1987 and 1994), up to the first democratic elections in South Africa in 1994. He was one of the first two black persons accepted by the South African Army College to do a one year senior staff course for officers in 1984. Between 1988 and 1989 the government led by Maj Gen(ret) Holomisa unbanned approximately 33 organizations that were banned by his predecessors, and his government continued to work closely with the liberation movements. As a result, Transkei had a smooth transition prior to the South African national elections in 1994. He was chosen by the African National Congress (ANC) Election Committee to campaign nationwide alongside Mr Nelson Mandela, Mr Thabo Mbeki, Mr Cyril Ramaphosa, Mrs Winnie Madikizela-Mandela, the late Mr Joe Slovo and Mr Steve Tshwete during South Africa's democratic elections in 1994. In 1994, he received the most votes during the elections in the African National Congress (ANC). In 1996, he was expelled from the ANC after testifying to the Truth and Reconciliation Commission about activities that occurred in Transkei at the time. He refused to retract his testimony arguing its historical significance. He served as the Deputy Minister of Environment and Tourism of South Africa in the Government of National Unity (elected in 1994). Maj Gen (Ret) Holomisa is a fervent advocate for the environment and worked towards the establishment of the Champions of the Environment Foundation. Since 1989, he has travelled and addressed various international forums around the world, among other the United Nations Security Council on the need for the UN to monitor violence in South Africa. The Independent Electoral Commission (IEC) requested him to act as a monitor in the June 2007 elections in East Timor. With his military, security and administrative skills and knowledge, he was appointed to the Interim National Defence Force Service Commission (INDFSC) in 2009. In 2013, he was appointed as Deputy Chairperson to the first Permanent Defence Force Service Commission (DFSC).

3. Maj Gen (Ret) J.H. April: Commissioner

Maj Gen (Ret) April obtained his BA Hons (Economics) from the University of the Western Cape and held various employment positions within a range of institutions e.g., Fairmount Senior Secondary School, UWC, Hollandia Reinsurance Company, Herzverg Mulne Automatic Products, Mono Containers and Cape Oil. From 1995 he was appointed as a Brigadier General in the Finance Division of the Department of Defence (DoD) and became the Chief Director Budget Management until he retired in 2005. Maj Gen (Ret) April has over 20 years of Military Experience and is Mkhonto we Sizwe Military Veteran (MKV). He obtained his MK military training in Zambia and Czechoslovakia. He was exiled from 1964-1970 in countries such as Tanzania, Botswana, Zambia, Czechoslovakia Republic and Germany. He was in prison from 1967-1968 in Botswana and imprisoned in Leeukop and Robben Island during the period 1971-1986. From 1988-1989 he served as the National Secretary of the Food and Allied Workers Union (FAWU). In 2013, he was inaugurated as a Commissioner in the first permanent Defence Force Service Commission (DFSC). He received the Medal for Meritorious Service and in 1993 the Luthuli Medal from President Mandela. He also received medals for long service from the SANDF. Maj Gen (Ret) April is a survivor of the Battle of Wankie fought in August 1967.

4. Professor R.L. Christie: Commissioner

Professor Renfrew Christie spied on the Apartheid Nuclear Weapons Programme, for the African National Congress and was imprisoned as a Terrorist for seven and a half years in Pretoria. He was in Solitary Confinement for over seven months; and kept on Death Row for two and half years. He listened to some 300 hangings. Professor Christie is a Fellow of the Royal Society of South Africa; a Member of the Academy of Science of South Africa and a Professor of History in the University of Kentucky, Spring Semester, 2015. He retired in 2014, as Dean of Research in the University of the Western Cape, South Africa. His Oxford DPhil treated the Electrification of South Africa. The handwriting of Professor Christie was on the second draft of the South African Bill of Rights. He was Chair of the Board of Trustees of South Africa's premier Human Rights Law unit, the University of Western Cape's Community Law Centre. Professor Christie co-founded the Macro Economic Research Group and the National Institute for Economic policy, which helped set South Africa's economy right after Apartheid. He holds the *Certificate of Commendation* of the Chief of the South African Navy, for work "which helped to make the SA Navy the Navy the people need". Professor Christie is also the co-author of *Responsible Conduct in the Global Research Enterprise: A Policy Report*, IAC/IAP, 2012; and of IAP, *Doing Global Science: A Guide to Responsible Conduct in the Global Research Enterprise*, Princeton University Press, 2016. Professor Christie was appointed by the Minister of Defence and Military Veterans as a member of the Interim National Defence Force Service Commission in 2009 and re-appointed as a Commissioner in the Defence Force Service Commission in 2013.

5. Professor M.W. Makgoba: Commissioner

Professor Malegapuru William Makgoba (born 1952 in Sekhukhune, South Africa) is a South African immunologist, physician, public health advocate, a pioneer in higher education transformation, an academic and former Vice-Chancellor and Principal of the University of KwaZulu-Natal.

An internationally -recognised molecular immunologist, Makgoba's research has made seminal contributions to identifying and understanding the cell surface molecules and genes important in the human immune system's response. As a global leader in HIV vaccine research, Professor Makgoba served in the leadership of the South African AIDS Vaccine Initiative as the founding chair of the UNAIDS/WHO African Aids Vaccine Programme and as a founding member of the Global HIV Vaccine Enterprise.

In addition to being a recipient of the "Caring Physicians in the World" award by the World Medical Association, he has received numerous awards and Honours including fellowships at both the Royal College of Physicians of London and Imperial College Faculty of Medicine. Professor Makgoba is a founding member of the Academy of Science of South Africa and a foreign associate member of the Institute of Medicine of the US Academies of Science. Professor Makgoba is a member of the National Planning Commission and was special advisor to minister of Science and Technology.

Professor Makgoba joined the former university of Natal as its first African vice-chancellor and principal in September 2002, after serving as the first African President of the Medical Research Council of South Africa for four years. He led the successful merger of the University of Durban-Westville and University of Natal to create the University of KwaZulu-Natal. He also led the transformation processes of UKZN, establishing it as 'the most Transformed Higher Education Institution in South Africa.' Under Makgoba's leadership, UKZN is host to the largest HIV and AIDS research programs on the African continent: the National Institutes for Health-Funded Centre for the AIDS Programme of Research in South Africa (CAPRISA) and the Wellcome Trust-funded Africa Centre for Health and Population Studies.

Professor Makgoba is currently Vice-President of the International Council for Science (ICSU), Chairperson of the Health Science Review Committee and Chairperson of the Transformation Oversight Committee of Public Universities.

Professor Makgoba was honoured by President Jacob Zuma with the Order of Mapungubwe (Silver) *'for his dedication and excellent contribution to the field of science and medicine, locally and internationally; and for his contribution to the building of democracy in South Africa. He is an outstanding academic and a pioneer of transformation in higher education'*.

The eThekweni Living Legends Award was awarded to Professor Malegapuru Makgoba for his critical contribution to the field of medicine. The Awards acknowledge individuals with *'outstanding achievements, and those who have demonstrated a sustained and extraordinary contribution in various categories of expertise'*.

Professor Makgoba has been awarded the MRC President's Award for Exceptional Contributions to Medical Research. The Award was made in recognition of his exceptional contributions to medical research and is among the highest honours bestowed by the MRC. In 2015, he was inaugurated as the Commissioner in the first permanent Defence Force Service Commission.

6. Mr J.M. Jongile: Commissioner

Mr Joseph Maselele Jongile is a former member of the MK trained in Angola, arrested inside the country in 1984 in Mthatha, convicted in 1986 for so called terrorism. In 1991 Mr Jongile was appointed as the Head of Security in the Transkei for the ANC. In 1995, Mr Jongile was appointed as the Head of Provincial Protection Service till 2001.

From 2002 till 2014 Mr Jongile was appointed in the rank of Brigadier as the Head of Public Order Police in the Eastern Cape and was also responsible for Border Safeguarding and Major Operations. Brigadier Jongile was awarded medals for Clean Service and Obtaining Freedom as well as a 20 year Good Service Medal.

Brigadier Jongile obtained the Presidential Strategic Leadership Development Programme accredited to Honours Level 7 by the University of North West, School of Social and Government Studies, and an Executive Project Management Certificate. In 2015, he was inaugurated as the Commissioner in the first permanent Defence Force Service Commission.

7. Ms S. Hlapolosa: Commissioner

Commissioner Hlapolosa holds a Bachelor's Degree in Journalism & Media Studies (Rhodes University), a Post-graduate Diploma in Human Resources (Wits Business School), Primary Teachers Certificate (Soweto Teachers College of Education), and completed an Executive Development Programme (Harvard Business School, Wits). Commissioner Hlapolosa has the following memberships (past and current): HR and Remuneration Committee (Gautrain Management Agency) NUM Properties (Board Member) Unemployment Insurance Fund, Food and Beverage Seta (Remuneration Committee of Council (Board)), Black Consultative Forum (Founding and Executive Member), Black Management Forum (Member). She worked in Mohope Human Capital (Managing Director), Eskom Holdings Limited (Public Affairs), Eskom Enterprises (Executive Special Projects, Executive Globalisation), Department of Foreign Affairs (Deputy Director General: Corporate Services-Secondment), Eskom (Manager: Corporate Organisational Development, Manager Corporate Affirmative Action, Manager Corporate Accelerated Development and HR Officer). Ms Hlapolosa developed Eskom's first policy and Strategy on Employment Equity that placed Eskom third in the top ten companies on the Breakwater Monitor Survey in 1996 and further represented Eskom in the development of what became the current South African Equity Act. She ensured Eskom participation in Binominal Commissions in enhancing sound business and diplomatic relations in SADC and different regions in Africa. In 2015, she was inaugurated as the Commissioner in the first permanent Defence Force Service Commission.

8. Ms M.R Mokoape - DFSC Commissioner

Ms Magirly Rebecca Mokoape (née Sexwale) was part of the 1976 Soweto Uprising and left SA to join the ANC's Umkhonto We Sizwe (MK) becoming a member of the June 16 Detachment.

She was trained in Military Combat Work by the East German secret service Stasi, and thereafter in counter intelligence by the Soviet KGB. She was deployed in Botswana, screening new recruits into the ANC, guiding MK freedom fighters from Zambia into Botswana, and securing safe houses. Declared persona non grata under pressure from the apartheid regime, she was redeployed to Mozambique and Swaziland. There, she enrolled incognito in the University of Swaziland, studying BA Social Science and running a weapon trail from Maputo to Swaziland, until the entire structures of MK were raided by apartheid agents.

Ms Magirly Mokoape was withdrawn to the ANC Headquarters in Lusaka, and worked in senior structures of the ANC's Intelligence Department, Umbokoto.

Post 1994, Ms Mokoape demobilized and was subsequently appointed in the rank of a Major in the Reserve Force. She holds diplomas in journalism (Evelyn College of Journalism, Zambia); public administration (Zambia Institute of Public Administration); a Diploma in marketing (Birnam Business College, Johannesburg), and, a diploma in Community Leader Development Programme (Wits). Ms Mokoape also specialises in community-owned labour-intensive development projects. Ms Mokoape is also a Reiki Master and a Masseuse. In 2013, she was inaugurated as a Commissioner in the first permanent Defence Force Service Commission (DFSC).

9. Ms M.D. Mvelaze: Commissioner

Ms Mvelaze is the appointed Group Executive responsible for Stakeholder Management & Integrity in the South African Revenue Services. She served as the Head of Integrity Management Unit in the National Prosecuting Authority. She was also the Executive Officer Human Resources at the Johannesburg Public Safety Department, and worked as a Project Member of the Metro Police Team, which established the Johannesburg Metro Police Department. In 2013, she was inaugurated as a Commissioner in the first permanent Defence Force Service Commission (DFSC).

10. Mr I. Robertson: Commissioner

Mr Ian Robertson grew up in Johannesburg at a time when the National Party established the apartheid government. He became part of the white South Africans to publicly oppose the Apartheid government. This was done with a deep seated moral conscience to further the cause of a just African society, at great cost of community ostracisation. Mr Robertson later joined the ANC underground and Umkhonto We Sizwe in the early 1970's to fight for the country's liberation. Hounded by the apartheid state, he had to leave the country and lived in exile for over nine years. Mr Robertson did not complete his university education. While in exile he continued serving the liberation movement in a variety of roles. This took him to many countries around the world where he learnt about their systems of governance. He joined Umkhonto We Sizwe in 1985 and did various military courses both in Angola and the Soviet Union. Mr Robertson was part of a unit that entered the country in 1987. Eventually he was tracked down by the Apartheid police and sentenced to a twenty year jail term for his involvement in the liberation struggle.

Mr Robertson was granted amnesty as a result of the negotiation process between the ANC and the National Party Government in 1991. Upon his release he immediately joined a Military Research Organisation called the *Military Research Group* which was established to close the gap between the old SADF and the non-statutory forces whilst working full time for the ANC.

After the 1994 elections Mr Robertson was nominated by the ANC government to serve on the strategic management team which then established the Gauteng Department of Community Safety. He was appointed a Director in 1996 and has worked in different capacities including Head of Policy and now finally as Head of Inter-Governmental Relations. In 2013, he was inaugurated as a Commissioner in the first permanent Defence Force Service Commission (DFSC).



Figure 30: Members of the SANDF during the Armed Forces Day held in February 2016

ANNEXURE 2

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

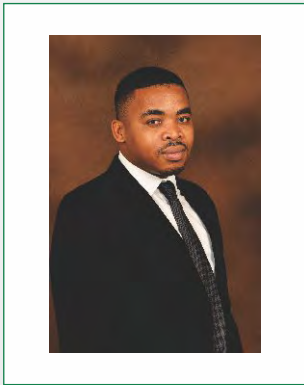
'Conditions of service' includes conditions relating to-

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

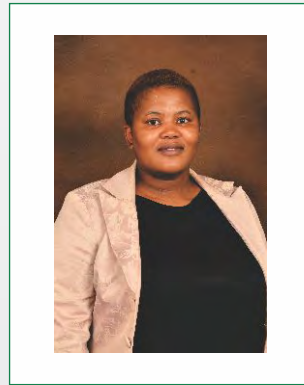
THE SECRETARIAT MANAGEMENT TEAM OF THE DEFENCE FORCE SERVICE COMMISSION



Mr M.M.P. Motsepe
Head of Secretariat



Mr T.L. Magubane
Researcher: Total Rewards Management



Mrs Z. Maya
Section Head: Administrative Support



Mr T.V. Mthombeni
Communications Officer



Mr N.S. van Wyk
Section Head: Process Support

ANNEXURE 3

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

1. RELATIONSHIP WITH THE LEGISLATURE AND THE EXECUTIVE

An employee –

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

2. RELATIONSHIP WITH THE PUBLIC

An employee –

- 2.1 promotes the unity and wellbeing of the South African nation in performing his or her official duties;
- 2.2 will serve the public in an unbiased and impartial manner in order to create confidence in the Public Service;
- 2.3 is polite, helpful and reasonably accessible in his or her dealings with the public, at all times treating members of the public as customers who are entitled to receive high standards of service;
- 2.4 has regard for the circumstances and concerns of the public in performing his or her official duties and in the making of decisions affecting them;
- 2.5 is committed through timely service to the development and upliftment of all South Africans;
- 2.6 does not unfairly discriminate against any member of the public on account of race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion, political persuasion, conscience, belief, culture or language;
- 2.7 does not abuse his or her position in the Public Service to promote or prejudice the interest of any political party or interest group;
- 2.8 respects and protects every person's dignity and his or her rights as contained in the Constitution; and

2.9 recognise the public's right of access to information, excluding information that is specifically protected by law.

3. RELATIONSHIPS AMONG EMPLOYEES

An employee –

- 3.1 co-operates fully with other employees to advance the public interest;
- 3.2 executes all reasonable instructions by persons officially assigned to give them, provided these are not contrary to the provisions of the Constitution and or any other law,
- 3.3 refrains from favouring relatives and friends in the work-related activities and never abuses his or her authority or influences another employee, nor is influenced to abuse his or her authority;
- 3.4 uses the appropriate channels to air his or her grievances or to direct representations;
- 3.5 is committed to the optimal development, motivation and utilisation of his or her staff and the promotion of sound labour and interpersonal relations;
- 3.6 deals fairly, professionally and equitably with other employees, irrespective of race, gender, ethnic or social origin, colour, sexual orientation, age, disability, religion. political persuasion, conscience, belief, culture or language; and
- 3.7 refrain from party political activities in the workplace.

4. PERFORMANCE OF DUTIES

An employee –

- 4.1 strives to achieve the objectives of his or her institution cost-effectively an in the public's interest;
- 4.2 is creative in thought and in the execution of his or her duties, seeks innovative ways to solve problems and enhances effectiveness and efficiency within the context of the law;
- 4.3 is punctual in the execution of his or her duties;
- 4.4 executes his or her duties in a professional and competent manner;
- 4.5 does not engage in any transaction or action that is in conflict with or infringes on the execution of his or her official duties;
- 4.6 will rescues himself or herself from any official action or decision-making process which may result in improper personal gain, and this should be properly declared by the employee;
- 4.7 accepts the responsibility to avail himself or herself of ongoing training and self-development throughout his or her career;

- 4.8 is honest and accountable in dealing with public funds and uses the Public Service's property and other resources effectively, efficiently, and only for authorized official purposes;
- 4.9 promotes sound, efficient, effective, transparent and accountable administration;
- 4.10 in the course of his or her official duties, shall report to the appropriate authorities, fraud, corruption, nepotism, maladministration and any other act which constitutes an offence, or which is prejudicial to the public interest;
- 4.11 gives honest and impartial advice, based on all available relevant information, to higher authority when asked for assistance of this kind; and
- 4.12 honour the confidentiality of matters, documents and discussions, classified or implied as being confidential or secret.

5. PERSONAL CONDUCT AND PRIVATE INTERESTS

An employee –

- 5.1 during official duties, dresses and behaves in a manner that enhances the reputation of the Public Service;
- 5.2 acts responsibly as far as the use of alcoholic beverages or any other substance with an intoxicating effect is concerned;
- 5.3 does not use his or her official position to obtain private gifts or benefits for himself or herself during the performance of his or her official duties nor does he or she accept any gifts or benefits when offered as these may be construed as bribes;
- 5.4 does not use or disclose any official information for personal gain or the gain of others; and
- 5.5 does not, without approval, undertake remunerative work outside his or her official duties or use office equipment for such work.



Figure 31: Members of the SANDF during the Armed Forces Day held in February 2016

ANNEXURE 4

Defence Act, 2002. Defence Force Service Commission Regulations. Regulation.R.1046 dated 19 December 2014

GOVERNMENT NOTICE

DEPARTMENT OF DEFENCE

No. R. 1046

19 December 2014

DEFENCE ACT, 2002

DEFENCE FORCE SERVICE COMMISSION REGULATIONS

The Minister of Defence and Military Veterans has, under section 62L of the Defence Act, 2002 (Act No. 42 of 2002), made the Regulations in the Schedule.

SCHEDULE

PREAMBLE

WHEREAS the Defence Force is a national asset which is mandated under the Constitution, to be structured and managed as a disciplined military force, and in accordance with the principles of international law governing the use of force;

AND WHEREAS the Defence Force is essential in the defence of the Constitution, the territorial integrity and national sovereignty of the Republic and our democracy;

AND WHEREAS the Defence Force provides a soldiering career wherein members entrust their inalienable right to life which is guaranteed in the Bill of Rights of the Constitution to the nation and the State;

AND WHEREAS it is an unavoidable reality that when a soldier is recruited her and his family becomes a part of the larger Defence Force family as an institution to share in the joys, anxieties and the sometimes unfortunate outcomes of service, including maiming and death;

AND WHEREAS it is essential for an effective mechanism to be created to provide for the necessary duty of care to the soldier and his or her family;

AND WHEREAS it is therefore necessary to create a working environment for the soldiering professionals that is positively conducive to discipline;

AND WHEREAS these factors define the uniqueness of the soldiering profession;

AND WHEREAS in line with the uniqueness of the soldiering profession, the Defence Force Service Commission has been duly established in terms of Section 62A(1) of the Act as a statutory body;

AND WHEREAS the Defence Force Service Commission's role will be to provide a comprehensive system of ongoing research, continuous review, investigation and bench-marking on world-class best practice, in order to provide informed advice to the Minister on all aspects of service conditions for members of the Defence Force, to enable the establishment and maintenance of sustainable conditions of high morale and state of combat readiness for the Defence Force;

AND WHEREAS the fundamental principles that will guide the Defence Force Service Commission in the execution of its mandate will be objectivity, integrity, impartiality and transparency in conducting its business without bias, fear or prejudice;

AND WHEREAS it is necessary to protect the dignity of the Commission in the execution of its functions;

AND WHEREAS it is necessary to create procedures, structures and mechanisms whereby the Commission is empowered to fulfil its mandate having regard to the mission, vision and values of the Commission

CHAPTER 1

DEFINITIONS

1. Definitions

In these Regulations, a word or expression to which a meaning has been assigned in the Act, bears the meaning so assigned and, unless the context otherwise indicates-

'Chairperson' means the Chairperson of the Commission designated by the Minister in terms of section 62A (3) of the Act;

'Commissioner' means a member of the Commission appointed by the Minister in terms of section 62C of the Act;

'Constitution' means the Constitution of the Republic of South Africa, 1996;

'Deputy Chairperson' means the Deputy Chairperson of the Commission designated by the Minister in terms of section 62A(3) of the Act;

'Full-time Commissioner' means a person who does not hold any other fulltime or part time position other than a position at an office associated with the Commission;

'Head office' means the place which has been designated by the Commission as its head office;

'Head of the Secretariat' means the Head of the Secretariat appointed in terms of regulation 25;

'Military Community' means the defence force and its members and where applicable their dependants. A military community may consist of a functional community such as bases, units, headquarters or a geographic community which is defined by physical boundaries;

'Part-time Commissioner' means a person who also holds other positions or who may hold other positions and who performs his or her duties at the Commission on single workdays or part thereof;

'Secretariat' means the Defence Force Service Commission Secretariat established in terms of regulation 25 pursuant to section 621 of the Defence Act, 2002 (Act No. 42 of 2002); and

'the Act' means the Defence Act, 2002 (Act No.42 of 2002)

CHAPTER 2

DEFENCE SERVICE COMMISSION AND SCOPE OF APPLICATION

2. Scope of application of Regulations

- (1) These Regulations apply to members of the Defence Force and where appropriate, to employees.
- (2) The powers conferred and the duties imposed upon the Commission by or under these Regulations may be exercised or performed by an authorised Commissioner, in which case the powers and duties are considered to have been exercised or performed by the Commission.

3. Impartiality of Commission and Commissioners

- (1) A Commissioner must serve impartially and exercise his or her powers or perform his or her duties in good faith and without fear, favour, bias or prejudice.
- (2) A member or employee may not interfere with, hinder or obstruct the Commission in the performance of its functions.
- (3) In executing its mandate, the Commission must at all times seek to maintain a healthy relationship with the Defence Force Military Command in such a way that it enhances the environment of command and control.

4. Code of conduct for Commissioners

- (1) The Commission must develop and implement a code of conduct for Commissioners and staff of the Commission, which code of conduct must reflect the values of the Commission.
- (2) The code of conduct must regulate the conduct of Commissioners and staff of the Commission.
- (3) The code of conduct must be open to inspection by the public at the head office of the Commission.

5. Misconduct

- (1) A member or employee who-
 - (a) without lawful excuse, wilfully resists or otherwise obstructs a Commissioner in the execution of the Commission's functions under the Act;
 - (b) knowingly gives false or misleading information at an enquiry held in terms of the Act or these Regulations;
 - (c) makes a false report to the Commission pursuant to an enquiry of the Commission whilst the person knows that to be false or misleading; or
 - (d) wilfully interrupts the proceedings at a meeting of the Commission, is guilty of misconduct and may be referred to the appropriate authorities for disciplinary action.

CHAPTER 3

ADMINISTRATIVE RESPONSIBILITIES AND POWERS OF COMMISSION

6. Administrative Responsibilities of Commission

The Commission has the following administrative responsibilities:

- (a) The implementation of the Regulations in respect of the functions of the Commission;
- (b) To determine and revise the corporate governance plans and structures of the Commission;
- (c) To determine, oversee and revise the human resources policies and strategies of the Commission; and
- (d) To compile an annual report on the financial state of affairs of the Commission.

7. Administrative powers of Commission

- (1) The Commission may, in order to perform its functions effectively and efficiently-
 - (a) form partnerships with academic institutions, organs of state, private sector and non-governmental organisations for purposes of research;
 - (b) draft plans, guidelines or procedures which may be relevant in the execution of the functions of the Commission; and
 - (c) do all that is incidental to the exercise of any of its powers.

8. Enquiry into conditions of service

- (1) The Commission may, pursuant to the provisions of section 62B(1)(d)(i) of the Act-
 - (a) conduct or cause to be conducted an enquiry which enquiry may include site and benchmarking visits whether in the Republic or elsewhere;
 - (b) through a Commissioner call for and receive such particulars and information as may be reasonably necessary in connection with the enquiry;
 - (c) require a member or employee of the Department by notice in writing under the hand of the Chairperson of the Commission addressed and delivered by a member of its staff, in relation to an enquiry, to appear before it at a time and place specified in the notice and to produce before the Commission articles or documents in the possession or custody or under the control of such person and which may be necessary in connection with the enquiry.
- (2) The Commission may direct that a person or category of persons whose presence is not desirable, be excluded from the proceedings during the enquiry or a part of the enquiry.

9. Performance management system

- (1) The Commission must establish a performance management system based on a peer review model to monitor and evaluate the performance of Commissioners.

- (2) The performance management system must-
 - (a) set appropriate key performance indicators as a yardstick for measuring performance;
 - (b) set measurable performance targets; and
 - (c) set a procedure to measure and review performance at least once a year.

10. Establishment of committees of Commission

- (1) The Commission may appoint committees to assist the Commission.
- (2) A committee must consist of two or more Commissioners and at least one other person.
- (3) The Commission must appoint a Commissioner as a chairperson of a committee from among the members of a committee.
- (4) The Commission must determine the functions, remuneration and any other terms and conditions of appointment of committee members.
- (5) The Commission may -
 - (a) determine the procedures of the committee; and
 - (b) remove a member of the committee at any time.

11. Conflict of interest

- (1) A Commissioner must avoid a conflict of interest that may arise in representing the interests of the Commission. The Minister may take steps as he or she may deem appropriate to assist Commissioners to avoid such conflict.
- (2) A Commissioner may not be assigned to a project of the Commission and may not accept such assignment where there is a reason to believe that participation in such a project would constitute a conflict of interest unless-
 - (a) full disclosure of the circumstances of the possible conflict are made in writing to the Commission, and
 - (b) the assignment has been approved, in writing, by the Chairperson of the Commission and carried out in accordance with such conditions as may be specified by the Commission.

12. Disclosure of interest upon appointment as Commissioner

- (1) A Commissioner must, not later than 30 April of each year, disclose to the Commission, particulars of all her or his registrable interests.
- (2) A commissioner who assumes duty as a commissioner after 1 April in a year must make such disclosure within 30 days after assumption of duty.
- (3) The following interests are registrable interests in terms of sub- regulation (1)-
 - (a) Shares and other financial interests in private or public companies and other corporate entities recognised by law;

- (b) Directorships, trusteeships and partnerships;
- (c) Remunerated work outside the Commission;
- (d) Consultancies and retainerships;
- (e) Sponsorships;
- (f) Gifts and hospitality from a source other than a family member; and
- (g) Ownership and other interests in land and property, whether inside or outside the Republic.

13. Disclosure of interest at meeting of Commission

- (1) If a Commissioner has a direct or indirect pecuniary or other interest in any matter in which the Commission is concerned, which could conflict with the proper performance of his or her duties in relation to that matter, he or she must disclose that interest as soon as practicable after the relevant facts come to his or her knowledge.
- (2) If a Commissioner is present at a meeting of the Commission at which the matter is to be considered, the Commissioner must disclose the nature of his or her interest to the meeting immediately before the matter is considered.
- (3) If a Commissioner is aware that the matter is to be considered at a meeting of the Commission at which he or she does not intend to be present, he or she must disclose the nature of his or her interest to the chairperson before the meeting is held.
- (4) A Commissioner who has made a disclosure under sub-regulation (2) must not be present during any deliberation or take part in any decision of the Commission in relation to the matter in question.
- (5) A disclosure made under this regulation must be noted in the minutes of the relevant meeting of the Commission.

14. Liability of Commissioners

- (1) A Commissioner is not personally liable by virtue of a report, finding made or expressed in good faith or made known in terms of the Act and these Regulations.
- (2) A Commissioner is not liable in respect of an act or omission done in good faith while performing a function in terms of these Regulations.

15. Commission to allow representations by interested parties

The Commission may, on request by an interested party, member or employee, allow such person or persons to make representations, give oral or written evidence in support of such representations as the Commission may decide from time to time.

16. Administrative rules of procedure

The Commission may make rules which are not inconsistent with the Act regarding-

- (a) the sittings of the Commission;

- (b) the manner of dealing with matters and business before the Commission, generally;
- (c) the apportionment of the work of the Commission among Commissioners and the assignment of commissioners to review representations to the Commission;
- (d) any matter which in terms of these Regulations is required or permitted for the proper functioning of the Commission;
- (e) the filing of representations by interested parties;
- (f) steps which may be taken to give public notice or notice to persons who have an interest in any matter under investigation by the Commission;
- (g) the giving of notice to parties to attend a meeting of the Commission;
- (h) the keeping and preservation of records, documents and other evidence relating to an enquiry or recommendations by the Commission;
- (i) the rights -or privileges of persons attending inquiries of the Commission as representatives, advisers, experts or observers; and
- (j) the procedure of meetings of the Commission and Committees of the Commission.

17. Manner of dealing with representations

- (1) The Commission-
 - (a) may receive representations made to it pursuant to an enquiry in any manner the Commission considers appropriate;
 - (b) must keep a record of the representations; and
 - (c) must consider the representations before preparing its final report.
- (2) A representation made to or received by the Commission by a person is not privileged with respect to that person.

18. Cooperation between Commission and other State Institutions

- (1) The Commission may make appropriate arrangements with other State Institutions to assist the Commission in the performance of its functions in so far as such institution has the power to assist the Commission.
- (2) The Commission must co-operate with other State Institutions where the functions of the Commission overlap with those of such other State Institutions.
- (3) The Commission must develop protocols for cooperation between the Commission and other State Institutions.

19. Guidelines

- (1) The Commission may issue guidelines on the Commission's policy approach to any matter within its jurisdiction.

- (2) A guideline issued in terms of sub-regulation (1) is not binding on the Commission, an institution, interested party or a court of law.

20. Protection of confidential information

- (1) A person, including a member of the Commission, Committee, or Secretariat of the Commission, may not disclose confidential information or a confidential document obtained by that person in the performance of his or her functions in terms of the Act, except-
- (a) to the extent to which it may be necessary for the proper administration of a provision of the Act;
 - (b) to a person who of necessity requires it for the performance of a function in terms of the Act; or
 - (c) when required to do so by order of a court of law.

21. Recommendations by Commission

- (1) In making its recommendations the Commission may take into account one or more or all of the following:
- (a) The need to recruit, retain and motivate able and suitably qualified personnel taking into account the specific needs of the Defence Force;
 - (b) Regional or local variations in labour markets and their effects on the recruitment and retention of staff;
 - (c) Relevant legal obligations of the Defence Force, including legislation regarding age, gender, race, sexual orientation, religion and belief and disability;
 - (d) Government policies for improving the public services, including the requirement to meet Defence Force output targets for the delivery of services;
 - (e) The funds available to the Department as set out in the Government's departmental expenditure limits;
 - (f) The competitiveness of the Defence Force with the private sector;
 - (g) Differences in terms and conditions of employment between the public and private sectors;
 - (h) The economic and technical evidence submitted by professional representatives and others;
 - (i) The Government's inflation target;
 - (j) Remuneration policies;
 - (k) Recruitment and retention policies;
 - (l) Education and training accreditation⁴
 - (m) Programmes unique to military dispensations;
 - (n) Military communities;
 - (o) Veterans' dispensations;

- (p) Occupation specific dispensations;
- (q) Legislative imperatives;
- (r) Compensatory practices;
- (s) Operational requirements;
- (t) The need for the remuneration of the Armed Forces to be broadly comparable with remuneration levels in civilian life; and
- (u) Any other relevant factor in relation to conditions of service as defined in section 1(1) of the Act.

CHAPTER 4

DEFENCE FORCE SERVICE COMMISSION SECRETARIAT

22. Establishment of Secretariat

A Secretariat for the Commission contemplated in section 621 of the Act must be established on the date on which the Commission is constituted.

23. Composition of Secretariat

- (1) The Secretariat must consist of the Head of Secretariat and such persons appointed or designated by the Minister after consultation with the Commission.
- (2) The Head of Secretariat must attend, or be represented at the meetings of the Commission.
- (3) The Head of Secretariat does not have voting rights at meetings of the Commission.

24. Administrative functions of Secretariat

- (1) The Secretariat must-
 - (a) co-ordinate the functions of the Commission;
 - (b) perform the secretarial and administrative functions of the Commission;
 - (c) develop Protocols in conjunction with the Commission;
 - (d) render logistical and technical support to the Commission and perform all other work that is incidental to the exercise or performance of the powers and duties of the Commission;
 - (e) organise the work, meetings and visit programmes of the Commission;
 - (f) attend to all domestic and foreign travel arrangements of the Commission;
 - (g) provide policy and statistical advice to the Commission;
 - (h) liaise with all stakeholders on all matters related to the Commission;
 - (i) carry out the instructions of the Commission, for which the Secretariat must be accountable; and
 - (j) carry out the administrative work of the committees of the Commission.
- (2) The Secretariat has such other administrative functions as may be assigned to the Secretariat by the Commission from time to time.

25. Appointment of Head of Secretariat

- (1) The Minister must, after consultation with the Commission, appoint a person as the Head of Secretariat of the Commission.

- (2) When appointing the Head of Secretariat in terms of sub-regulation (1) the Minister may take into account the person's-
 - (a) management qualifications, relevant knowledge and experience in the private and public sector;
 - (b) special skills, expertise and administrative experience; and
 - (c) suitability and competence for the efficient discharge of the powers and duties of the Head of Secretariat under these Regulations.
- (3) The Head of Secretariat is appointed on such conditions as may be agreed upon by the Minister, after consultation with the Commission, and the person appointed.
- (4) The Head of Secretariat holds office on a full-time basis.
- (5) The Head of Secretariat must be a South African citizen who is a fit and proper person to hold such office.
- (6) The Head of Secretariat may not engage in any other paid employment and may not participate in any activity in respect of which he or she is in any way remunerated or receives any benefits or allowances without prior written approval of the Chairperson of the Commission.
- (7) The Minister may, at any time, after consultation with the Commission, discharge the Head of Secretariat from office-
 - (a) if he or she repeatedly fails to perform the duties of office efficiently;
 - (b) if he or she materially fails to comply with the conditions of the performance agreement entered into in terms of regulation 30;
 - (c) if, he or she, due to a physical illness, mental illness or any other cause becomes incapable of performing the functions of his or her office or performs them inefficiently; or
 - (d) for misconduct.
- (8) The Head of Secretariat must vacate his or her office immediately if he or she-
 - (a) is convicted-
 - (i) whether in the Republic or elsewhere of murder, robbery, theft, fraud, forgery or uttering a forged document, perjury or any offence involving dishonesty; or
 - (ii) of any offence in terms of the Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004), the Companies Act, 2008 (Act No. 71 of 2008), the Prevention of Organised Crime Act, 1998 (Act No. 121 of 1998), the Public Finance Management Act, 1999 (Act No. 1 of 1999) or the Act;
 - (b) is convicted of an offence during his or her term of office and sentenced to a period of imprisonment without the option of a fine; or
 - (c) becomes a political office bearer.

- 9) During the term of office of the Head of Secretariat, he or she must not carry on any activity inconsistent with the performance of the duties of the Head of Secretariat under these Regulations.

26. Duties of Head of Secretariat

- (1) The Head of Secretariat is the head of the Commission's administration and manages the Secretariat.
- (2) The Head of Secretariat has the powers and must perform the duties conferred upon him or her by or in terms of these Regulations and such powers and duties as may be assigned to him or her by the Commission.
- (3) In the exercise of the powers and the performance of duties referred to in these Regulations, the Head of Secretariat is accountable to the Commission.

27. Administrative responsibilities of Head of Secretariat

- (1) Subject to the directions of the Commission, the Head of Secretariat is responsible for-
 - a) the formation and development of an efficient administration for the Commission;
 - b) the organisation, control and management of the staff of the Commission;
 - c) the maintenance of discipline of members of staff of the Commission;
 - d) the carrying out of the decisions and orders of the Commission;
 - e) the effective deployment and utilisation of staff to achieve maximum operational results;
 - f) the secretarial duties at meetings of the Commission; and
 - g) any tasks, assignments or duties delegated by the Commission or the Chairperson related to the administration of the Commission as contemplated in Section 621 of the Act.

28. Assignment and delegation by Head of Secretariat

- (1) The Head of Secretariat may-
 - (a) assign, in writing, management or other duties to any member of staff with appropriate skills to assist the Head of Secretariat in the management and the control of the administrative functioning of the Commission; or
 - (b) instruct, in writing, any member of staff of the Commission to perform any of the Head of Secretariat's duties in terms of the Regulations.
- (2) An assignment or instruction under sub-regulation (1)-
 - (a) may be issued subject to conditions that the Head of Secretariat may impose; and
 - (b) does not divest the Head of Secretariat of the power to exercise the powers and perform the duties personally.
- (3) Subject to any limitations specified in the instrument of delegation the Head of Secretariat may-

- (a) delegate to any member or staff of the Commission a power or duty of the Head of Secretariat relating to-
 - (i) convening of meetings; or
 - (ii) directing members of staff or apportioning their work; and
 - (b) delegate to any member or staff any power or duty of the Head of Secretariat under these Regulations.
- (4) An assignment, instruction or delegation issued under sub-regulations (1) and (3) may be revoked in writing at any time by the Head of Secretariat.

29. Conflict of Interest by Head of Secretariat

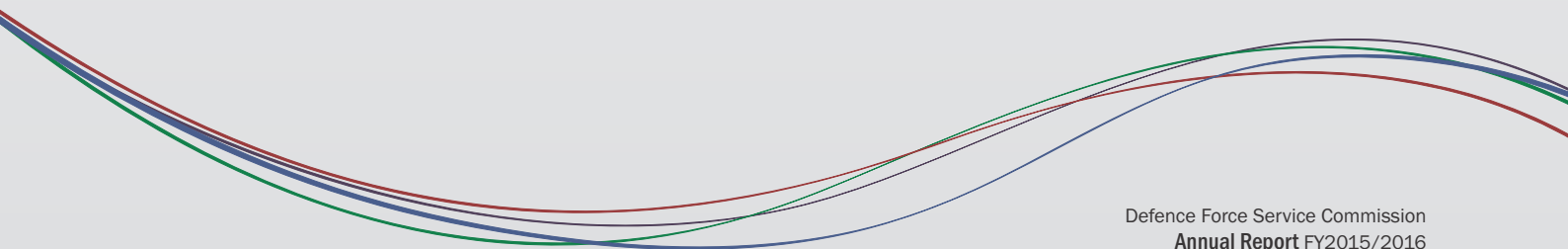
The Head of Secretariat may not, without the prior written approval of the Commission, hold a direct or indirect financial interest in a business with which the Commission is consulting or which the Minister has appointed to assist the Commission.

30. Head of Secretariat and Commission to enter into a Performance Agreement

The Head of Secretariat and the Chairperson of the Commission must enter into an agreement about the performance of the Head of Secretariat's functions in terms of these Regulations.

31. Short Title

These Regulations are called the Defence Force Service Commission Regulations, 2014.



ANNEXURE 5

Logistics News; Logistics Division Newsletter; Edition #2, June – July 2015 Celebrating Youth and Mandela Month Edition

Permission granted by the Editor: Colonel Lesiba Kekana to reproduce the under-mentioned article.

Article written by: Pte Kabelo Tsogang

Photographs by: Pte Kabelo Tsogang

Department of Defence's Force Service Commission Visits School of Logistics

"The Defence Force Service Commission (DFSC) has been duly established in terms of Section 62 A (1) of the Defence Act 42 of 2002, as amended by the Defence Amendment Act 22 of 2010 as a state organ. Its main role is to provide a comprehensive system of on-going research, continuous review, investigation and benchmarking on world class practices, in order to provide informed advice and report directly to the Minister of Defence and Military Veterans (MOD&MV) on all aspects of service conditions for members of Defence Force, to enable the establishment and maintenance of sustainable conditions of high morale and state of combat readiness for the Defence Force.

In terms of the aforementioned Section and Act, the Defence Force Service Commission (DFSC) must consult with uniformed members (Regular and Reserve Forces) of the SA National Defence Force, amongst other stakeholders, regarding their conditions of service in order to make recommendations to the Ministry of Defence and Military Veterans (MOD&MV). DFSC have been authorised by Chief of the SA National Defence Force to facilitate the consultative visits to various military installations.

The Defence Service Commission (DFSC) steered by its chairperson, Professor (Prof) Edna van Harte paid a consultative visit to DOD Logistics School over the period 21-22 July 2015. Entrenched in Professor van Harte's entourage were commissioners Maj Gen (ret) James April, Prof Renfrew Christie, Miss Magirly Mokoape, Mr Ian Robertson, Ms Sebina Hlapolosa and Mr Joseph Jongile.

Included in Prof Harte's team were Lt Col Eunice Monareng, PSO Special Projects, Leading Seaman (LS) William Baloyi, Procurement, Head of Secretariat, Mr Modikwa Motsepe and Assistant Director, Total Rewards Research, Mr Thabo Magubane. Officer Commanding DOD School of Logistical Training, Capt (SAN) Makhi Mdashe headed a Command Group that welcomed DFSC delegation. Embedded in Capt (SAN) Mdashe's staff were Chaplain Buyisile Mandleleni, Lt Col Zakhele Xaba, Training Wing Commander, Lt Col Emma Lekalakala, DOD Log Support Formation Quality Assurer, Lt Col Anton Botha, Training Co-coordinator, Maj Tandeka Matanzima, Facilitator /Assessor Officer, Maj Christopher Krieger and Capt Edward Williams, DOD Log School Adjutant.

On his welcoming address Capt (SAN) Mdashe updated the DFSC about the role of the institution to the DOD. He outlined the achievements as well as the trials that the institution encounters. Prominent was on the training school offers to the DOD personnel. He appreciated the countless number of academics that joined DOD School of Logistics from basic training that was conducted at 3 South African Infantry Battalion (3 SAI Bn) in Kimberly. "In my entire management of this school it is my first time to welcome such a vast crowd of academics under my command.

Out of one hundred and ninety-one learners, one hundred and sixty-three are graduates from different faculties” he said. DFSC first interacted with Senior Officers, Junior Officers, Warrant Officers, Non Commissioned Officers (NCOs) and lastly the Privates. And all these groupings showed discipline and maturity that make it easy for the DFSC to interrelate with.

During an interview with Prof van Harte, she applauded the efficiency of the team's visit at DOD School of Logistical Training. According to her the prime aim of the interactive visit was to network with men and women in uniform. “As DFSC we are mandated by the Minister of Defence to enlighten DOD members about the role of the commission, to gather information through research and reflect on the findings and to marketing the DFSC to the DOD personnel” she said.

In her declaration Prof Harte emphasized that the action prescribed for the DFSC is mandated by the minister of Defence. She also pointed out that consultative visit's focuses on the state of affairs of the soldiers' welfare. That includes matters surrounding working conditions, education and training accommodation, HR related matters, remunerations and general discipline in the Defence Force.

The most dominant challenge was HR's incompetency. According to Prof, HR Division is the most crucial component of the SANDF as it deals with pivotal part of soldiers' carriers paths. The focus was not only cramped to HR related irregularities. DFSC addressed all problematical and a swift attendance to glitches. In a nutshell the challenges encountered by soldiers in different rank groups are the same.

DFSC wrapped its visit by presenting the debrief to the Commanding Group that was led by the General Officer Commanding DOD Logistics Support Formation (GOC DOD Log Supp Fmn), Maj Gen Monde Mbiza. Maj Gen Mbiza's team was encompassed of Brig Gen Amanda Ruziecki, Director Logistics Resource Management and Col Tebogo Rakibane, SSO Corp Com for Logistics Division.

In her closing address, Prof Harte admired the regimental feature of the institution. She congratulated the neatness of the unit and professionalism depicted by the guards at the main entrance. “The atmosphere that welcomed us on our arrival portrayed the professionalism that is upheld in this institute. And this alone shows the proficiency of the unit's Regimental Sergeant Major (RSM)”, she said. In addition she acclaimed the enormousness hospitality that DFSC received from the host.

Prof van Harte further commended the institution for accepting such a substantial amount of graduates that fused it. “It is virtuous for the career managers to line up career path to academic credentials to avoid hindering the development of the soldiers” she said. According to her it is logical to nurture on fresh soldiers by exposing them to foreign learning opportunities because equates the SANDF's mandate of external duties.

DFSC was unforgiving on HR's incompetency. “It is either the HR is not doing its functions or do not know what to do”. The other burning issue was the health services given to soldiers. She furthermore condemned the low quality of the clothing provided by the suppliers. To conclude her briefing she pledged the commanders to support the Warrant Officers in their bid to restore discipline within the SANDF.

Maj Gen Mbiza expressed sincere appreciation to DFSC delegation for the effort it laid to facelift general working conditions of the armed forces. “As commanders we pledge to work 'hand and glove' to ensure the Defence Commanding Group will work tirelessly to ensure that DFSC recommendations are considered and even applied to elevate the morale of the soldiers”.



Figure 32: Meeting between Minister of Defence Force and Military Veterans and Defence Force Service Commission in Cape Town on 01 March 2016

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