

Defence Force Service Commission

Annual Activity Report

FY2016/2017



defence force service commission

Department:
Defence
REPUBLIC OF SOUTH AFRICA



Defence Force Service Commission

"In Support of SANDF Soldiers"

Annual Activity Report

FY2016/17



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Ms N.N. Mapisa-Nqakula

Minister of Defence and Military Veterans

Executive Authority to the Defence Force Service Commission

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Members of the South African Military Health Service participating in the Marchers Past during Armed Forces Day 2017 attended by a DFSC delegation



Young South Africans participating in South African Air Force visits to various schools under the auspices of Project Siyandiza to create awareness and build interest in aviation in their early years



Members of the South African Navy participating in the Marchers Past during Armed Forces Day 2017 attended by a DFSC delegation

PART A

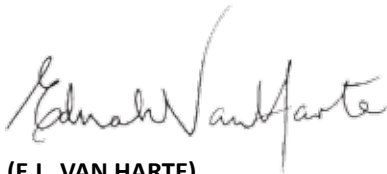
GENERAL INFORMATION

1. GENERAL PUBLIC INFORMATION OF THE DEFENCE FORCE SERVICE COMMISSION

LEGISLATIVE NAME:	Defence Force Service Commission
PHYSICAL ADDRESS:	c/o Nossob and Jochemus Streets Kasteelpark Leerdam Building Erasmus Kloof Pretoria 0181
POSTAL ADDRESS:	Private Bag X52 Pretoria 0001
TELEPHONE NUMBER/S:	012 367 9334 012 367 9335
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. STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF THE ACCURACY OF THE DEFENCE FORCE SERVICE COMMISSION ANNUAL ACTIVITY REPORT FY2016/17

1. In accordance with the instruction received from National Treasury, I acknowledge my responsibility for the accuracy of the Performance Information and the fair presentation of the Annual Activity Report FY2016/17 inputs and confirm, to the best of my knowledge and belief, the following:
 - a. The Annual Activity Report inputs have been prepared in accordance to the relevant guidelines specified and issued by National Treasury and prescribed by the Department of Defence Guide for the Preparation of Annual Reports Instruction 00013/2017 dated 27 February 2017.
 - b. The information furnished in this Report is true and correct in every respect.
 - c. The Annual Activity Report is free from any omissions.
 - d. A copy of the Annual Activity Report will be forwarded to the Defence Inspectorate Division for verification purposes.
 - e. The necessary records to support my declaration on this form are available for audit purposes.
2. I, Number: 64000136CB, Professor E.L. van Harte, Chairperson to the Defence Force Service Commission, fully understand the implication of this declaration.



(E.L. VAN HARTE)

CHAIRPERSON TO DEFENCE FORCE SERVICE COMMISSION: PROFESSOR

DATE: 30 MAY 2017

3. LIST OF ABBREVIATIONS/ACRONYMS

AAR:	Annual Activity Report
AU:	African Union
BCC:	Budget Control Committee
Brig Gen:	Brigadier General
CEO:	Chief Executive Officer
CFO:	Chief Finance Officer
CHR:	Chief Human Resource
Col:	Colonel
C SANDF:	Chief of the South African National Defence Force
DAP:	Defence Act Personnel
DFSC:	Defence Force Service Commission
DIMS:	Directorate Integrated Management Systems
DOD:	Department of Defence
DPBEC:	Departmental Programme and Budget Evaluation Committee
DPSA	Directorate Public Servant Administration
DRC:	Democratic Republic of the Congo
EA:	Executive Authority
ETD:	Education, Training and Development
Gen:	General
GOC:	General Officer Commanding
HR:	Human Resource
HRCC:	Human Resource Command Council
HQ:	Head Quarters
INDFSC:	Interim National Defence Force Service Commission
JSCD:	Joint Standing Committee on Defence
Lt Gen:	Lieutenant General
Maj Gen:	Major General
MCC:	Military Command Council
MLSD:	Military Legal Services Division
MOD&MV:	Minister of Defence and Military Veterans
MOU:	Memorandum of Understanding
MSDS:	Military Skills Development System
NT:	National Treasury
OSD:	Occupational Specific Dispensation
Prof:	Professor

PSAP:	Public Service Act Personnel
RFC:	Reserve Force Council
RSA:	Republic of South Africa
SA:	South Africa
SAAB Grintek:	Swedish Aerospace and Defence Company
SAMHS:	South African Military Health Service
SANDF:	South African National Defence Force
SAQA:	South African Qualifications Authority
Sec Def:	Secretary for Defence
SG:	Surgeon General
UN:	United Nations

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



The Defence Force Service Commission has continued to fulfil its mandate in its pursuit to improve the conditions of service for SANDF members during the Financial Year 2016/2017.

The Commission hosted a ground breaking conference on Civil-Military Relations Conference in October 2016. I believe that the conference will sought to initiate a dialogue and raise consciousness of the reciprocal relationship that need to exist between the military and the broader civil society. It is important that there is appreciation of the civil-military relationships to co-exist in our new democratic dispensation. This must be recognised by both the military and the civilian members of the Department of Defence as a whole so as to ensure that our construct is in line with the Constitution of the Republic.

I am encouraged by the support of the Commission to the DOD and SANDF in the quest to secure funding for the implementation of the Defence Review 2015. This is further testimonial in its resilience to continue making recommendations aimed at improving the lives of SANDF members, notwithstanding the economic challenges encountered.

I would finally express my thanks and appreciation to the Commission and the Secretariat in their continued commitment to advance the mandate amidst the encountered budgetary constraints compounded by challenged economy. However, I am filled with the confidence that the founding principles and objectives of the Defence Review will be realised.

A handwritten signature in black ink, appearing to read 'N. N. Mapisa-Nqakula'.

(MS N. N. MAPISA-NQAKULA)

MINISTER OF DEFENCE AND MILITARY VETERANS: MP

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



The establishment of the Defence Force Service Commission in October 2009 was a progressive step for South Africa, and more specifically the Department of Defence, in its endeavour to ensure the wellbeing of all men and woman in the military.

During the period under review, the Commission, under the Chairpersonship of Professor Edna van Harte, continued to pursue its mandate in terms of the Defence Amendment Act 22 of 2010, by making recommendations on the improvement of conditions of service for soldiers. Some of the recommendations made by the Commission have already been acted upon.

During the period under review, the Commission conducted various consultative visits to interface with soldiers, both inside and outside the borders of South Africa. During one of the internal visits in Bloemfontein, the Commission had the opportunity to meet and liaise with Project Thusano artisans from Cuba. SANDF soldiers deployed in the Democratic Republic of the Congo were visited during the latter part of 2016. During the DRC visit, the Commission interacted with SANDF soldiers in the units and bases situated in Beni, Goma and Sake. The Commission also had the opportunity to meet Lt Gen Derick Mgwebi (previously the Chief of Joint Operations in the SANDF), now the Force Commander of the United Nations Organisation Stabilisation Mission in the Congo (MONUSCO).

The Commission gazetted and published the "Interim National Defence Force Service Commission Final Report, November 2010", in Government Gazette No 39920, dated 15 April 2016.

As part of political oversight, the Joint Standing Committee on Defence was briefed during September 2016 on the impact made by the Commission in improving the conditions of service of soldiers and related challenges experienced. Strategic issues were discussed with the Minister of Defence and Military Veterans in February 2017. This discussion included the establishment of a mechanism to ensure that recommendations made by the Commission are considered for implementation.

I wish to express my gratitude and appreciation to Professor van Harte and the Commission for diligently pursuing its mandate and providing valuable advice and recommendations on improving the service conditions of our soldiers.

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

(DR S.M. GULUBE)

SECRETARY FOR DEFENCE: DIRECTOR-GENERAL

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



The Defence Force Service Commission (DFSC) has stepped up its efforts to ensure that the members of the SANDF are accorded acceptable service conditions and service benefits. In this regard, the DFSC published in Government Gazette number 39920 dated 15 April 2016 the final report of the Interim National Defence Force Commission. This report will inform the choices available to the SANDF in terms of improving the service conditions and service benefits for men and women in uniform.

For us men and women in uniform we are looking forward to the DFSC to ensure that we in uniform are being taken care of by the government of the day and South Africans of all races and political denominations. This is a special breed of people who ensure that our country and its people are safe and enjoy the benefits of the democracy that we all fought for and to that effect they are prepared to pay a supreme sacrifice in defence of the gains of our democracy. In doing so it distinguishes them from the rest of our people because they do that as volunteers and servants of the people. That in itself separates them from the rest thus make them a special breed within our population. For that reason they cannot be treated like ordinary citizens because sacrifice is part of their job description in defence of their country and its citizens. It is against this background that I expect the DFSC to convince government and citizens of this country to make life comfortable for this breed of people while they are still alive.

A handwritten signature in black ink, appearing to be 'S.Z. Shoke', written in a cursive style.

(S.Z. SHOKE)

CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE: GENERAL

7. STRATEGIC STATEMENT BY THE CHAIRPERSON OF THE DEFENCE FORCE SERVICE COMMISSION, PROFESSOR E.L. VAN HARTE



‘Life’s most persistent and urgent question is: what are you doing for others?’ The above quote by Dr Martin Luther King is suitable when considering the strategic role of DFSC Commissioners to whom the mandate was given to generate recommendations to the Minister of Defence and Military Veterans (MOD&MV) on service benefits and conditions of service for men and women of the South African National Defence Force (SANDF). The DFSC views itself as one of the voices for the current members in uniform as per Section 62B of the Defence Amendment Act, Act 22, 2010.

The Hon. Minister Defence and Military Veterans, Ms. N.N. Mapisa-Nqakula officially opened the Civil Military Relations Conference on 26 October 2016. Through this conference a unique and enabling platform was created for those who hold civil control over the military, senior- and management level military leaders, and various civil society members to engage in a constructive and transparent manner on many complex issues that impacts the Department of Defence (DOD). The issue of military unions was put under the spotlight whereby the constitutional rights of unions to exist was affirmed, but the threat to command and control within the military was raised as a strong dilemma. Another significant aspect of the conference was that it brought to life the recommendation made on Civil Military Relations by the Interim Defence Force Service Commission (INDFSC).

DFSC continued to visit military bases and units in Bloemfontein, Port Elizabeth and the Democratic Republic of Congo (DRC) to gather information from soldiers on their conditions of service. The visits to units in the Eastern Cape resulted in a valuable half-day workshop with the Military Command Council (MCC) during which time attention was given to urgent concerns raised by the Commission. The need for a tighter scrutiny of the Memorandum of Understanding (MOU) that exist between the DOD and the United Nations (UN) was brought to the attention of CSANDF as some aspects contained in the MOU negatively affects the conditions of service of SANDF members. The DFSC delegation to the DRC was very inspired with the level of professionalism, commitment, and high morale observed in the deployed SANDF members.

DFSC submitted an affordable recommendation (approximately RM87) to the MOD&MV on Delinking Salary from Rank. Implementation of this recommendation will positively impact the lives of eight thousand eight hundred and ninety four (8 894) soldiers.

Through the construction of the satellite office, the DFSC experienced the strategic importance of the Work Formation Units to enable members to develop employable skills that could be utilized for gainful employment upon their exit from the SANDF.

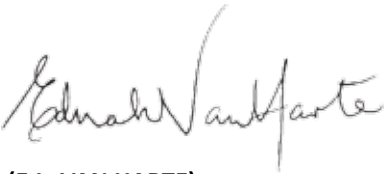
For the period under review the organisation benefitted from partnerships with Dr Hentie van Rensburg and his ARMSCOR team, SAAB Grintek, and Sierra Burgers Park Hotel. In addition, DFSC's work was greatly enhanced by the Head of Secretariat's attendance of meetings held by the Human Resources Division, HR Command Council. DFSC expresses its gratitude to all who co-operated with us through partnerships.

Warmest appreciation is expressed to the Deputy Chairperson, Maj Gen (ret) B.H. Holomisa, and the other eight commissioners who contributed to the deepening of perspectives on delivery of the DFSC mandate.

The task of the Commissioners was made much easier through the research, administrative and logistical work done by the permanent members of the Secretariat, uniformed members on detached duty, as well as Reserve Force members who operated under the guidance of the Head of the Secretariat. They helped the DFSC reach a 95% performance target for the budget, established our footprint by having a satellite office at SAS Wingfield Naval Base in the Western Cape, and contributed to us meeting our compliance obligations in terms of our mandate. The Commission thanked them for their invaluable service.

A special word of thanks to the Minister of Defence and Military Veterans, Ms N.N. Mapisa-Nqakula, MP, Secretary of Defence, Dr S.M. Gulube, Chief of the South African National Defence Force, General S.Z. Shoke, Chiefs of Services and Divisions and all DOD members who helped the Commission to reach its performance targets. These individuals strengthened DFSC's belief that through unity of purpose and solid partnerships it is possible to reach the strategic objectives of the DOD.

In conclusion, let me quote Gordon B. Hinckley who stated "One of the great ironies of life is this: He or she who serves almost always benefits more than he or she who is served."



(E.L. VAN HARTE)

CHAIRPERSON DEFENCE FORCE SERVICE COMMISSION: PROFESSOR

8. REPORT OVERVIEW

INTRODUCTION

The DFSC 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 Department of Defence (DOD) and the 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.

SIGNIFICANT ACHIEVEMENTS

The DFSC, in partnership with the Swedish Aerospace and Defence Company (SAAB Grintek), the Independent Media and the African Equity Empowerment Investment (AEEI) Limited, hosted a successful Civil Military Relations (CMR) conference on *“Bridging the Gap: Advancing Civil Military Relations to deepen Democracy”* over the period 27 to 28 October 2016 at the Council of Scientific and Industrial Research, Pretoria. These partnerships with external stakeholders like SAAB Grintek, show recognition of the DFSC’s important role. The hosting of the Conference was further motivated by the recommendation made by the Interim National Defence Force Service Commission (INDFSC) in November 2010, recommending to the MOD&MV to find ways and means to produce a definitive statement on Civil-Military Relations in South Africa.



The MOD&MV, the Honourable Ms N.N. Mapisa-Nqakula, officially opening the CMR Conference on 27 October 2016

Two deliverables will be developed, namely, a coffee-table book on CMR and Conference Proceedings that can be used for research purposes in future.

A delegation of the DFSC visited and interacted with 590 deployed SANDF soldiers of a personnel strength of 799 within the Democratic Republic of the Congo (DRC) during November 2016. Subsequent to this visit, the Commission was requested

by the C SANDF to submit inputs for consideration to be included in the Memorandum of Understanding (MOU) between the DOD and the United Nations (UN).

The DFSC has strived since its inauguration to be recognised as an enabler, and through multifaceted engagements, it is able to report that the acknowledgement of the DFSC as a partner and support mechanism to enhance the Conditions of Service of SANDF soldiers and members of the respective Reserve Forces, by the DOD, Chiefs of Services and Divisions and other senior members within the DOD, is increasing and commendable.

As a direct response to the acknowledgement of the DFSC, the Head of the Secretariat was granted permission to attend Human Resource Command Council (HRCC) meetings by the Chief of Human Resources (CHR), as an additional mechanism to expose the DFSC to developments in Human Resource (HR) matters impacting on the Conditions of Service for SANDF members.

The DFSC made a recommendation to the MOD&MV regarding affordable delinking salary from rank model that would improve conditions of approximately 15% (8 894) of SANDF members stagnated at lower ranks.

The DFSC was able to spend 94.51% of its total allocated budget within the FY2016/17.

MATTERS UNDER OVERSIGHT

The DFSC is mandated to make recommendations to the MOD&MV in terms of the improvement in the Conditions of Service of all SANDF members.

The DFSC has the responsibility to exercise oversight over the implementation of the recommendations made and submitted to the EA for consideration. Although there is not an official and established feedback mechanism to inform the Commission on progress or initiatives regarding the implementation of recommendations tabled to the EA, the Commission does receive feedback on implemented improvements during informal discussions and follow up visits to Military Bases and Units.

Pay and Service Benefits Committee tabled recommendation regarding the model on Delinking Salary from Rank. It is regarded as an affordable model that would seek to improve service conditions of approximately 15% (8 894) of SANDF members stagnated at lower ranks. The committee also recommended that the SANDF develop a pay progression matrix / salary scales for Reserve Force members which will allow members to progress to the next notch after 12 months of cumulative service in a rank.

Policy Review Committee tabled the following recommendations: (1) eradication of asbestos within the DOD; (2) Improvement of the quality of uniform for members of the SANDF; (3) Specific matters of concern regarding the Military Skills Development System (MSDS) such as the revision of recruitment strategies in terms of the intake of the acceptable number of MSDS members. Furthermore, the DFSC submitted reports and its findings to the MOD&MV on visits to various bases and units. We also issued an Interim Report of the visit to the Eastern Cape that led to a productive meeting with the Military Command Council (MCC), as attached in Annexure 1.

The Commission undertook consultative visits to SANDF bases and units, including the deployment missions in the DRC during the year under review. SANDF members raised some issues pertaining to conditions of service, but not limited to the following:

- **Leave during Deployment.** The SANDF does not provide support assistance when deployed members had to take leave while on deployment. The members had to make their own travelling arrangements during the period of leave.

- **Deployment Benefits.** Members are concerned that the deployment benefits paid to SANDF members are comparatively less than the benefits paid to members from other Force contributing countries in the mission areas.
- **Lease Agreements.** Subsequent to the visit, the commission submitted inputs through C SANDF to be considered for inclusion in the Memorandum of Understanding (MOU) between the DOD and the United Nations (UN), in the quest to address the issues regarding payment according to lease agreement for equipment in mission areas.
- **Reserve Force.** The Commission has entered into an MOU with the Reserve Force Council to advance the improvement of conditions of service for Reserve Force members. Reserve Force forms an integral part of the SANDF and augment the Regular Force in military operations and day-to-day activities of the Defence Force.
- **Transfer and Promotions.** SANDF members are concerned by the manner in which instructions for transfers are communicated and implemented, without consideration to socio-economic circumstances affecting the members and the welfare and well-being of their families. Notwithstanding the military culture in this regard, the prospects of transfers should be communicated ahead of time, to allow members to plan properly.

STRATEGIES IMPLEMENTED

The DFSC strove to effectively execute its mandate as enshrined in section 62.B of the Defence Amendment Act, Act 22 of 2010. In its pursuit to the latter, the Commission undertook the following strategic processes:

Consultative Military Base visits within the Country. The Commission conducted four consultative visits to SANDF Bases and Units within the borders of South Africa (SA) during FY2016/17. Although the Commission focused on challenges encountered by SANDF members, these consultative visits exposes the DFSC delegation to actual challenges experienced and encountered by all DOD members, including Reserve Force members and Public Servant Act Personnel (PSAP) at especially Level 3 and Level 4 Units, where the members are directly responsible for the operational and tactical implementation of policies.

The process followed by the Commission during consultative visits, was an interactive one with all DOD members across all ranks and appointment levels. The interactions culminated into findings and recommendations that were recorded in the respective visit reports.



Commissioners interact with SANDF members at ASB Eastern Cape during the consultative visit

Consultative visit to Deployed SANDF Forces outside SA. The SANDF is part of a continental and world community of Military Forces, and is involved in the African Union (AU) or UN Peace Keeping and Peace Enforcement Missions in Africa. As part of its legislated mandate supported by the direct request from the MOD&MV, the Commission visited the SANDF soldiers deployed within the DRC during November 2016.



South African National Defence Force Fighter Helicopter, the Rooivalk in the DRC



Force Commander of the United Nations Organisation Stabilisation Mission in the Democratic Republic of the Congo (MONUSCO), Lt Gen D. Mgwebi (second from right), addresses the DFSC delegation during its visit to the DRC



DFSC delegation with the protection unit of the deployed SANDF members in the DRC

Comparative Study Visits. Although the Commission did not conduct comparative study visits to other Military Forces, we had informal engagements during the CMR conference with foreign military members studying at the War College and some other Defence Attachés. The DFSC had formal engagements with the DA from Romania and the Defence Attaché from Thailand. The Commission became further aware of similarities in concerns regarding inadequate Defence Budget allocations, Conditions of Service and structural matters especially regarding to accommodation, through its contacts with some of the DAs. The Commission concluded that concerns in various Conditions of Service are similar across Military Forces over the world and only differ in the manner in which they are packaged and implemented.



Chairperson of the DFSC, Prof E.L. van Harte bids farewell to Col F. Pera, Defence Attaché from Romania, as a courtesy visit and as part of his tenure as a DA in the RSA



DFSC representation at Taiwan Armed Forces Day celebration with DA, Col Pannawat and Mrs Saristha Bbonchai with DFSC Chairperson, Prof E.L van Harte

Consultations with the MOD&MV. The Commission had one official meeting with the MOD&MV during the period under review and it resulted in the successful hosting of the Civil Military Conference during October 2016. Consultation with the MOD&MV was strategic in nature as it required the urgent intervention from the Minister for the implementation of the recommendation on Delinking Salary from Rank as part of a quick-win strategy. Subsequent to this meeting, the Commission was able to present to the HRCC the recommendation on the Delinking Salary from Rank.

The Chairperson of the DFSC and members of the Commission could continuously interact on strategic matters with the Minister during various formal functions and ceremonies that both parties attended. The MOD&MV also invited the Commission to attend the Budget Vote Speech, and further invited the Commission to be part of her delegation during her visit to the DRC in November 2016. However the visit was postponed.

DFSC briefing to Parliament. The Commission was instructed by the Joint Standing Committee on Defence (JSCD) during September 2016, to give a briefing on the Commission's impact made thus far in the execution of its legislated mandate and impediments experienced by the DFSC in its pursuit.

Briefings by respective Chiefs of Services and Divisions. During its scheduled DFSC Plenary Board meetings, Chiefs of Services and Divisions, and other senior members within the DOD were invited to brief the DFSC Plenary Board on specific areas of concern relating to conditions of service. One of the briefings received was from the Chief Directorate Force Preparation of the South African Military Health Service (SAMHS) regarding the implementation of the Resilience Training Programme within the DOD.

OBSTACLES

On 24 November 2015, the MOD&MV approved in principle efforts to amend the Defence Act so as to address the limited powers of the Commission. The Commission was instructed to commence with the administration processes and the Military Legal Services Division (MLSD) was approached to assist in this regard.

A need was identified during November 2015 to align the DFSC Regulations with the Defence Amendment Act, Act 22 of 2010 in those areas where it is necessary. This process needs the assistance, support and intervention of the MLSD but could not be accomplished during the period under review due to an inadequate HR capacity within the MLSD that made it impossible to dedicate a legal expert to the DFSC to pursue this matter.

The DFSC Secretariat continued to have capacity constraints. Only 13 members (68%) of the already inadequate structure of the Secretariat of only 19 posts are permanently employed. The capacity constraints within the support functions of the Secretariat were alleviated by calling up eight Reserve Force members and making use of eight members on detached duty from various Arms of Service throughout FY2016/17. Funds for the remuneration of the Reserve Force members were reallocated by means of a Change to Plan from unstaffed vacant PSAP posts within DFSC Item 10 HR Budget.

The remuneration level of some of the critical core function posts within the Secretariat poses a challenge as the work required is too complex for the authorised level of appointment. Cost containment measures on the expansion of structures the elevating of appointment levels and outsourcing of essential consultancy services impeded the recommendations in terms of Pay and Service Benefits and the limited powers of the DFSC as per Defence Amendment Act, Act 22 of 2010.

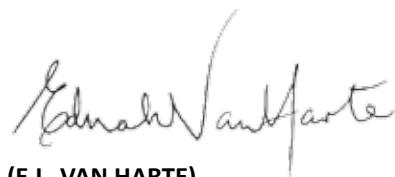
CONCLUSION

The Commission expresses its deep appreciation for the continuous support demonstrated by the Honourable MOD&MV, the Deputy Minister of Defence and Military Veterans, the Sec Def, C SANDF and the Chiefs of all Arms of Service and Divisions.

The Commission will continue to support the strategic efforts of the leadership of the DOD and SANDF, in advancing the aspirations contained in the Defence Review 2015.

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

Special thanks to all the Commissioners who remained committed to the call to support our SANDF soldiers.



(E.L. VAN HARTE)

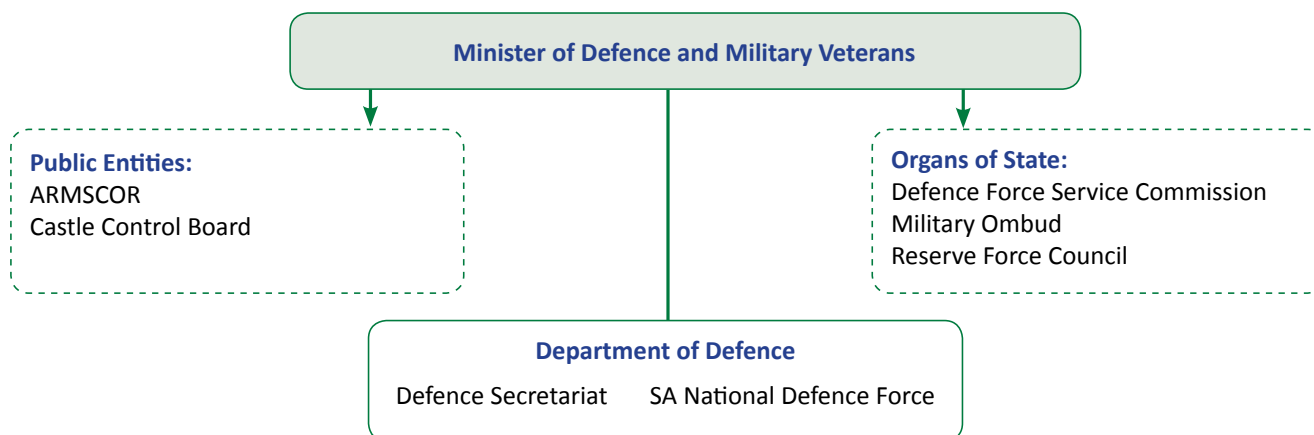
CHAIRPERSON TO DEFENCE FORCE SERVICE COMMISSION: PROFESSOR

DATE: 30 MAY 2017

9. STRATEGIC OVERVIEW

The DFSC, as an Organ of State, is mandated in terms of the Defence Amendment Act, Act 20 of 22, Section 62(B) to submit on an annual basis, recommendations to the MOD&MV on matters concerning the improvement of salaries, service benefits and policies on Conditions of Service as well as the effective and efficient implementation thereof. Diagram 1 illustrates the organisational position of the DFSC within the Ministry.

Diagram 1: Organisational Structure of the DFSC within the Ministry of Defence



VISION

The vision of the DFSC is ***“A world-class advisory Commission on Military Conditions of Service”***.

MISSION

The mission of the DFSC is ***“To provide quality advice to the Minister of Defence in pursuit of a better life for soldiers”***.

VALUES

The values that are prominent in the military and civilian culture reflect the organisational culture and the general work ethic of the DFSC as a unique entity. The individual values of each member within the Commission and Secretariat is entwined with the identified organisational values of integrity, professionalism, impartiality and transparency. Table 1 is an illustration of the values of the DFSC.

Table 1: Defence Force Service Commission Values

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

10. CONSTITUTIONAL AND LEGISLATIVE MANDATES

BILLS TO PARLIAMENT

Although no bills were submitted to the legislature by the Commission during the financial year, it needs to be mentioned that the MOD&MV, the JSCD, the Portfolio Committee on Defence as well as the Military Command Council (MCC) unanimously agreed that the Defence Act, Act 22 of 2010 should be amended to empower the DFSC. The DFSC is in consultation with the MLSD pursuing this matter.

PRIMARY LEGISLATIVE MANDATE

The legislative mandate of the DFSC is contained in Section 62A to L of the Defence Act, Act 42 of 2002, as amended by the Defence Amendment Act, Act 22 of 2010.

The mandate is given substance by the DFSC Regulations.

The DFSC comprises of a Secretariat which is established in terms of Section 62.I of the Defence Amendment Act, Act 22 of 2010.

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 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.*



The DFSC Chairperson, Prof E.L. van Harte (front row, 2nd from right), with Ms Rendani Khashane (front row, 1st from left) from the Defence Reserves Division together with Reserve Force members in the DFSC

11. ORGANISATIONAL STRUCTURE

INTRODUCTION

The DFSC is committed to its legislated mandate and responsibility towards the well-being of all members of the SANDF including the Reserve Forces. 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 PSAP and the Reserve Component.

THE COMMISSION

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

The approved structure of eight to ten Commissioners appointed by the MOD&MV is prescribed in section 62A.(1) of the Defence Amendment Act, Act 22 of 2010.

- *“The Commission consists of no fewer than eight and no more than ten members appointed by the Minister.*
- *The Minister must designate 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.”*

The DFSC is currently comprised of ten Commissioners appointed for a period of five years.

It is the intent of the DFSC to recommend to the Minister the appointment of a Commissioner living with a disability in future, should a vacancy occur within the Commission. The Commission is also in need of a Commissioner to be appointed who have legal knowledge and background. The demographics of the current inaugurated Commission are reflected in Table 2, on page 22, and a pictorial organogram of the Commission is reflected in Diagram 2, on the following page.

Diagram 2: Defence Force Service Commission: Pictorial Organogram of the Commission for FY2016/17

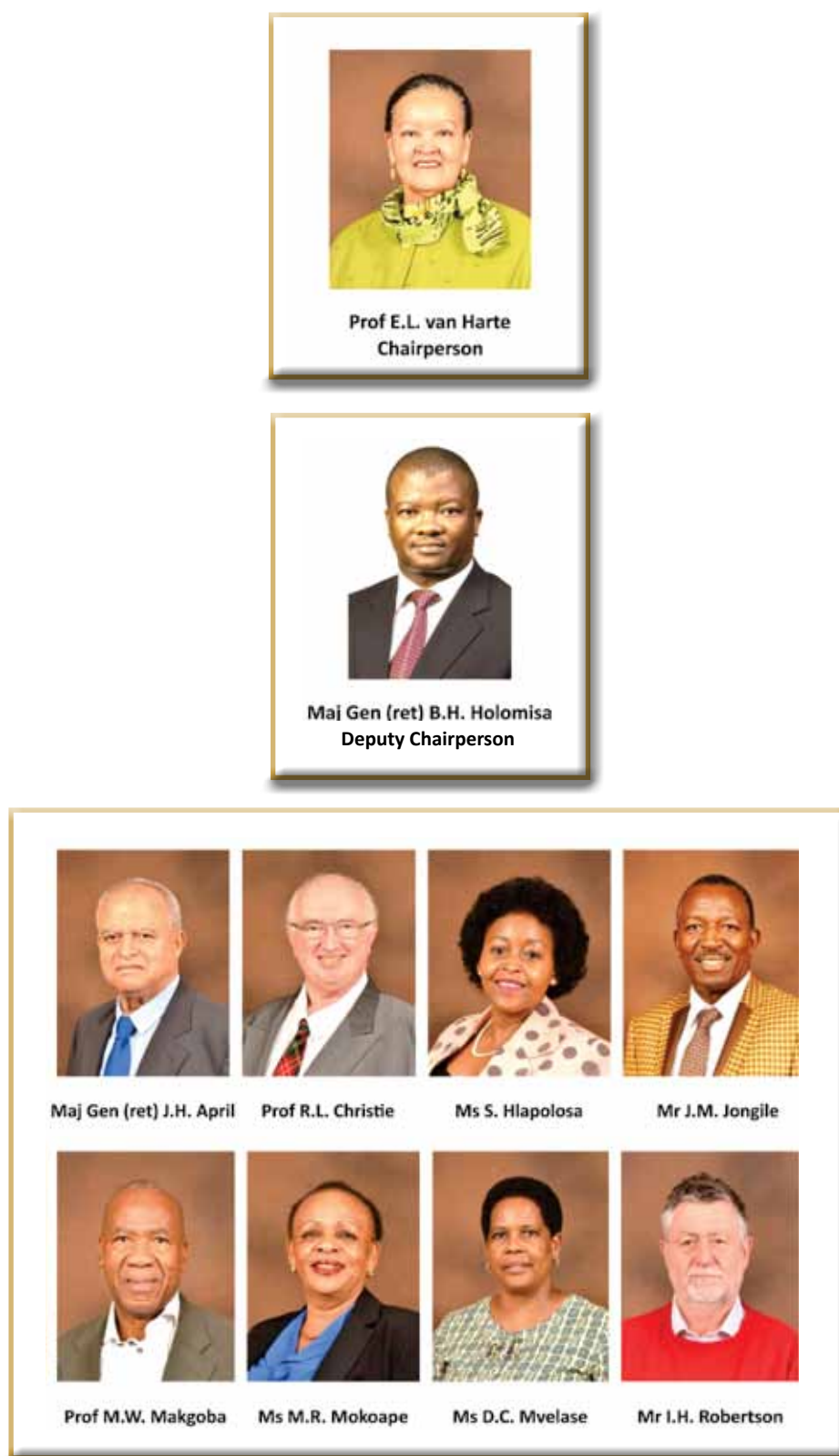


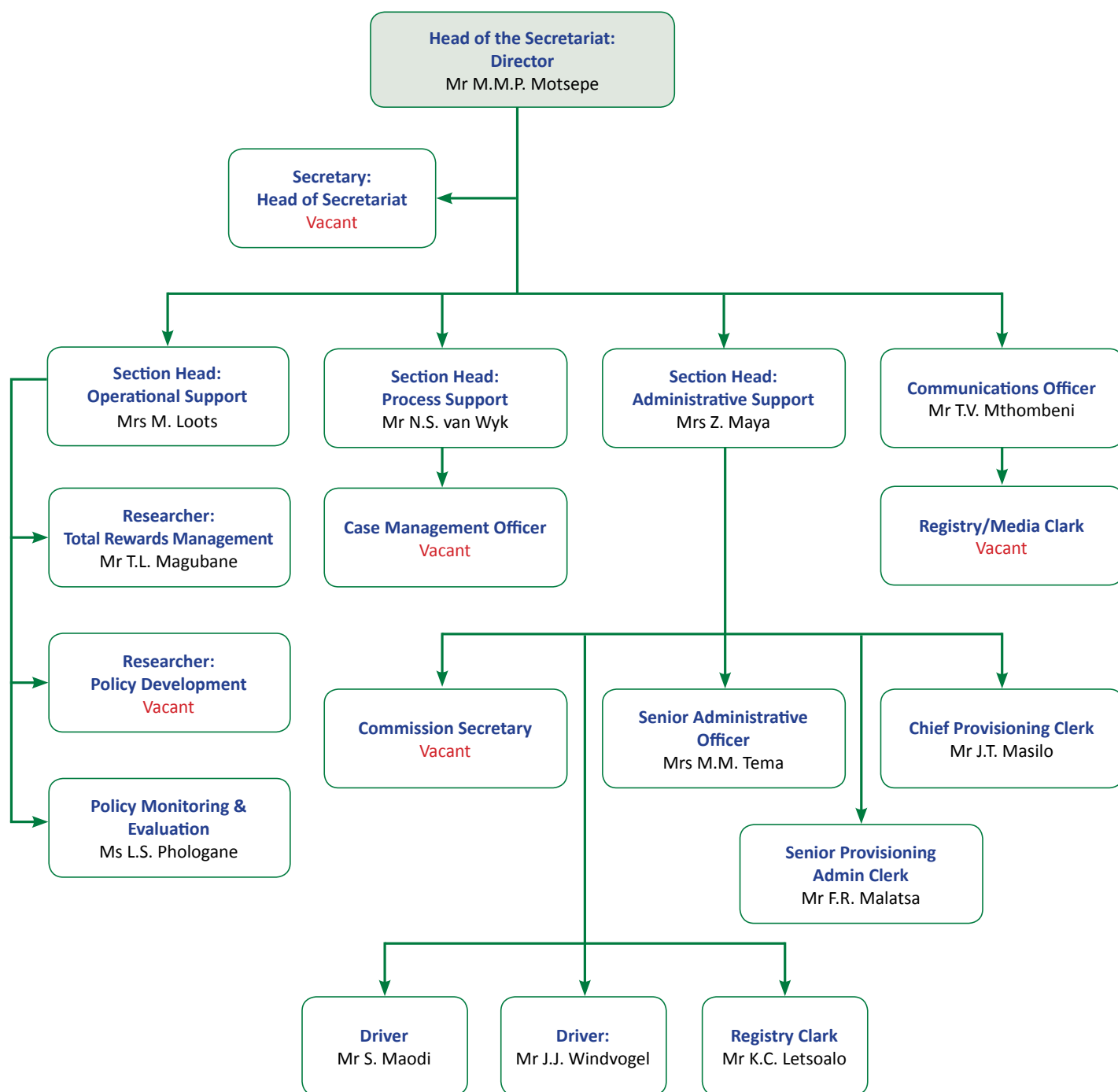
Table 2: Defence Force Service Commission: Demographics of the Commission

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

THE SECRETARIAT TO THE DEFENCE FORCE SERVICE COMMISSION

The current structure in which the Secretariat functions is not according to the initial proposed structure that was developed by the Interim National Defence Force Service Commission (INDFSC) and approved by the MOD&MV. The current structure of 19 posts was found to be undeniably inadequate. Diagram 2 below indicates the current structure of the Secretariat within the DFSC.

Diagram 3: Defence Force Service Commission: Current Organisational Structure of the DFSC Secretariat





Members of the Defence Force Service Commission Secretariat during FY2016/17

Front Row (left to right): Ms A. Gujulwa, Mr K.C. Letsoalo, Mr M.M.P Motsepe and Ms M.M Tema

Back Row (left to right): Lt. Col C.T Silwer, Mr S. Maodi, Mr J.T Masilo, Ms Z. Maya, Mr T.V. Mthombeni, Ms L.S. Phologane, Rfm D.T. Tjeba, Mr N.S. van Wyk and Sgt L.S. Mabusela

Inserts (left to right): Mr F.R. Malatsa, LS W. Baloyi, Maj R.N. Mokae, Mr T.L. Magubane, WO1 L.P.G. Vigeland, Mr J.J. Windvogel and Col V.B. Tshelane

PART B

PERFORMANCE INFORMATION

FINANCIAL PERFORMANCE INFORMATION

1. THE DEFENCE FORCE SERVICE COMMISSION VOTE

The DFSC received its delegated powers to manage its own budget from the Sec Def, Dr S.M. Gulube, on 01 April 2015. The DFSC was allocated an amount of R12 550 859 for FY2016/17 from the DOD Budget Vote.

AIM OF THE VOTE

The PFMA Sec 63(1)(a) stipulates that the Executive Authorities of departments must perform their statutory functions within the limits of the funds allocated for a relevant Vote. The Vote for the DFSC is vital for the execution of its legislated mandate, initiatives and priorities provided for by the Defence Amendment Act, Act 22 of 2010. The DFSC ensured careful and transparent expenditure of its Vote through effective financial management by means of regular scheduled Budget Control Committee (BCC) meetings and with the assistance and guidance of the Senior State Accountant within the Defence Secretariat.

PROGRAMME EXPENDITURE

The DFSC was able to spend 94.51% of its final appropriation which is 4.51% more than the previous financial year. The expenditure of the DFSC would have been 100%, had it not been for the adverse impact of the protracted DOD procurement and financial processes.

With the guidance and support of the appointed Budget Manager for the DFSC during the scheduled BCC meetings, the DFSC was able to spend its funds effectively and efficiently. Table 3 provides a summary of the actual expenditure in comparison to the adjusted appropriation for both FY2015/16 and FY2016/17. Through this comparison it is obvious that the overall expenditure for FY2016/17 increased for every item, except for Item 35, where the delivery and payment of goods and services are not within the ambit of the DFSC.

Table 3: Defence Force Service Commission: Actual Expenditure for Current FY2016/17 and Prior FY2015/16

Programme Name	2015/2016			2015/2016		
	Final Appropriation	Actual Expenditure	Under Expenditure	Final Appropriation	Actual Expenditure	Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
a	b	s	c	d	e	f
Item 10 HR Expenditure	R6 903 016	R6 365 567 (92%)	R537 449	R8 690 028	R8 217 931 (94.57%)	R472 097
Item 15 Subsistence & Travel	R2 863 417	R2 497 101 (87%)	R366 316	R3 364 557	R3 206 197 (95.29%)	R34 396
Item 20 Goods & Services	R255 325	R193 443 (76%)	R61 882	R206 969	R187 962 (90.81%)	R540

Table 3: Defence Force Service Commission: Actual Expenditure for Current FY2016/17 and Prior FY2015/16 (continued)

Programme Name	2015/2016			2015/2016		
	Final Appropriation	Actual Expenditure	Under Expenditure	Final Appropriation	Actual Expenditure	Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
a	b	s	c	d	e	f
Item 25 Household & Office	R198 467	R138 252 (70%)	R60 215	R109 903	R85 389 (77.69%)	R2 001
Item 35 Printing & Catering	R407 114	R397 366 (98%)	R9 748	R486 200	R459 590 (94.53%)	R1 995
Item 60 Asset Purchases	R1 326 034	R1 170 061 (88%)	R155 973	R441 822	R418 387 (94.7%)	R485
TOTAL	R11 953 373	R10 762 005 (90%)	R1 191 368	R13 300 859	R12 460 199 (94.51%)	R619 870

2. DONOR FUNDS RECEIVED FOR HOSTING A CIVIL MILITARY RELATIONS CONFERENCE AND A DFSC STRATEGIC WORK SESSION

SAAB Grintek and Independent Media and the African Equity Empowerment Investment (AEEI) complimented funding through in-kind donations to the value of R401 800 to sponsor shortages in the budget of the DFSC to guarantee the hosting of a successful Civil Military Relations Conference over the period 27 to 28 October 2016 at the Council for Scientific and Industrial Research, Pretoria. The DFSC was allocated R750 000 for the conference from the DOD.



Ms Adele Hall, Vice Chairperson and Head of Transformation SAAB Grintek Limited, DFSC Chairperson, Prof E.L. van Harte, Mr Trevor Raman, Chairperson and President of SAAB Grintek Limited, Mr K Abdulla, Group CEO of AEEI and DFSC Deputy Chairperson, Maj Gen(ret) B.H. Holomisa

Over the period 10 to 11 November 2016 the Sierra Burgers Park Hotel sponsored a two day Strategic Work Session for the Commission and delegates from the Secretariat to the value of R15 800. Table 4 discloses the required information of the donor contributions received in-kind.

Table 4: Defence Force Service Commission: Donor Funds Received during the Period 01 April 2016 to 31 March 2017

Name of Donor	SAAB Grintek, the Independent Media and the African Empowerment Company.	Sierra Hotel Groups; Burgers Park Hotel, Pretoria.
Full amount of the Funding	R401 800.	R15 800.
Period of the Commitment	27 to 28 October 2016.	10 to 11 November 2016.
Purpose of the Funding	The hosting of the Civil Military Relations Conference on ' <i>Bridging the gap: Advancing Civil Military Relations to Deepen Democracy</i> '.	To accommodate the DFSC Strategic Work Session for the Commission and identified members of the Secretariat.
Expected Outputs	The objective of the Civil Military Conference was to enhance the relations between the Military and Civil societies through interactions, debates and understanding.	The overall focus of the work session was the development of a DFSC Strategic Intent and a strategic plan for the next two years that can be positioned by the Commissioners and members of the Secretariat for effective implementation.
Actual Outputs achieved	<ul style="list-style-type: none"> A better understanding for the role and function and impediments between the civil society and the military fraternity and vice versa was established. The need for honest and open dialogue between the labour unions and the DOD was identified. Robust discussions between all delegates took place over the two days. 	Subsequent to the identification of four strategic objectives for the next two years, the development of the first DFSC Strategic Intent was initiated.
Actual Outputs achieved	<ul style="list-style-type: none"> National Treasury (NT) reiterated that the DOD needs to understand the available fiscal budget, cost containment measures and financial restrictions. The DOD will need to pursue innovative ways to do business within the allocated budget. Parliamentarians should take cognisance of the greater role that they should play in support of the DOD. The need for improved and better partnerships between the business sector and the media was recognised. 	Subsequent to the identification of four strategic objectives for the next two years, the development of the first DFSC Strategic Intent was initiated.
Amount Received (R'000)	In-kind donation.	In-kind donation.
Amount spent by the DFSC (R'000)	None.	None. The DFSC carried the cost for the accommodation for the Commissioners and members of the Secretariat.
Reasons for the funds unspent	In-kind donation. None.	In-kind donation. None.
Monitoring/reporting mechanism to the donor	SAAB (Grintek) monitored the expenditure of its donor funding.	The Sierra Hotel Group monitored the expenditure for the Burgers Park Hotel.

3. CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN PROGRESS MADE ON THE MAINTENANCE OF INFRASTRUCTURE

The DFSC is not responsible for facility management as it is utilising offices within the SAMHS Head Quarters (HQ) in Pretoria. The SAMHS is leasing the Leerdam Building and for that reason the DFSC is reliant on the leasing agent for the maintenance of the infrastructure. The infrastructure of the DFSC Satellite Office at SAS Wingfield Military Base is currently maintained by the SAS Wingfield Military Base.

DEVELOPMENTS RELATING TO THE MAINTENANCE OF INFRASTRUCTURE THAT ARE EXPECTED TO IMPACT ON THE CURRENT EXPENDITURE OF THE DFSC

The DFSC submit its infrastructure maintenance requirements, via the Surgeon General (SG) of the SANDF, to the SAMHS HQ Unit. The DFSC did not plan any development relating to the maintenance of infrastructure that impacted on its budget for the period under review.

DETAILS AS TO HOW ASSET HOLDINGS HAVE CHANGED OVER THE PERIOD UNDER REVIEW, INCLUDING INFORMATION ON DISPOSALS, SCRAPPING AND LOSS DUE TO THEFT

During April 2016, a break-in at the offices of the DFSC resulted in the theft of 12 computers and a digital camera. The allocated operational budget, by means of a Change to Plan, was reprioritised to purchase and replace these 12 computers to the value of R241 606.

MEASURES TAKEN TO ENSURE THAT THE ASSET REGISTER OF THE DFSC REMAINED CURRENT DURING THE PERIOD UNDER REVIEW

All acquired assets are captured at the Defence HQ Unit on the DFSC Asset Register before it is distributed to the Offices of the DFSC. Quarterly and Annual Stock Verification according to DOD time schedules, processes and procedures is conducted to ensure that all assets are accounted for. No other discrepancies were identified on the DFSC Asset Register for FY2016/17 except for the 12 computers and digital camera that was not yet removed from the Asset Register.

THE CURRENT STATE OF THE CAPITAL ASSETS OF THE DFSC

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

NON-FINANCIAL PERFORMANCE INFORMATION

4. AUDITOR-GENERAL'S REPORT ON PREDETERMINED OBJECTIVES

The Auditor-General of South Africa performed audit procedures on the performance information provided in the Annual Report FY2015/16.

5. STRATEGIC OUTCOME ORIENTATED GOAL

The DFSC has only one strategic outcome oriented goal and its compliance thereto is reflected in Table 5 on the following page.

Table 5: Defence Force Service Commission: Mid-Term Performance against Strategic Indicators and Targets

Performance Indicator	Responsibility	5 Year Strategic Plan Targets	Progress as at 31 March 2017	Description of Performance
a	b	c	d	e
Output Deliverables as per DOD Strategy Map				
Reports on DFSC Activities submitted to the Executive Authority	DFSC	100%	<ul style="list-style-type: none"> Four quarterly Performance against Plan reports were submitted to the Office of the EA. One DFSC Annual Report for FY2015/16 was submitted to the Office of the EA during May 2016 in line with National Prescripts. One DFSC Annual Activity Report aligned with National Prescripts for FY2016/17 will be submitted in May 2017 to the Office of the EA. 	The DFSC was compliant with Output Deliverables as per DOD Strategy Map.

6. OVERVIEW OF THE DEFENCE FORCE SERVICE COMMISSION PERFORMANCE

SERVICE DELIVERY ENVIRONMENT

The DFSC, as legislated in terms of the Defence Amendment Act, Act 22 of 2010, is responsible to make recommendations to the MOD&MV concerning Conditions of Service, of members of the SANDF and to provide for matters connected therewith as reflected in Annexure 2.

The ability of the DFSC to advise the EA by tabling viable and sound recommendations is also dependent on close strategic collaborations with internal and external stakeholders to the DOD and 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, MLSD, Defence Logistical Division, HR Division, the Office of the Chief Finance Officer (CFO) and several SANDF units. The strategic relationship between the DFSC and the Office of the MOD&MV is necessary in order to comply with mandatory obligations.

The collaboration between the DFSC and the Reserve Force Council (RFC) is as the result of the MOU signed on 05 October 2015 that aims to improve Conditions of Service of the members of respected Reserve Forces.

Delegations of the DFSC continuously supported major military, civil and cultural events such as the Armed Forces Day in Durban, the Closing Ceremony of the 350th Commemoration of the Castle of Good Hope, the Reserve Force Council Iekgotla as well as various other prestigious events of respective Arms of Service and Divisions in order to strengthen relationships with stakeholders and show support to members of the SANDF.

The DFSC is limited to make recommendations only and therefore cannot enforce the implementation of the recommendations made on Conditions of Service for the members of the SANDF. Even though the Portfolio Committee on Defence and Military Veterans and the MCC supported the notion of amending the Defence Act to strengthen the powers of the Commission, DOD Services and Divisions still need to view the Commission as an enabler and force multiplier to improve the Conditions of Service for all members, including the Reserve Force members.

The SANDF is exempted from structures such as the Public Service Coordinating Bargaining Council that is administered by

the Department of Public Service and Administration of South Africa (DPSA). This exemption prevents the DOD/SANDF to give legitimacy to its uniqueness. The DFSC continues in its pursuit to be an effective voice for the current SANDF members.

The DFSC Secretariat is being allowed representation in the strategic DOD structures where the Commission and members of the Secretariat can obtain greater understanding of, and obtain strategic information on matters pertaining to the DFSC mandate.

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

The DFSC delivers no direct services to the public, but is interested in getting greater support and recognition for SANDF members from the public.

DEFENCE FORCE SERVICE COMMISSION SELECTED PERFORMANCE INDICATOR

The DFSC has only one quantitative Selected Performance Indicator that provides objective evidence of the intended output and the actual activities and results achieved by the Commission. According to National Prescripts, four quarterly reports that inform the Annual Activity Report for the period under review were submitted to the Office of the MOD&MV and other prescribed stakeholders, such as the Internal Audit Division and the DOD Inspectorate. Table 6 provides an overview of the Selected Performance Indicator.

Table 6: Defence Force Service Commission: Level 1 Overall Quarterly Programme Performance Information for FY2016/17

S/N	Performance Indicator	Responsibility	Performance		
			Audited Target		Current
			FY2014/15	FY2015/16	Actual Achievement FY2016/17
	a	b	c	d	e
1	Percentage compliance with submission dates of DOD accountability documents. (Annual Report regarding DFSC Activities submitted to the Executive Authority)	Defence Force Service Commission.	One Annual Report on DFSC Activities was submitted to the EA and Parliament in line with National Prescripts.	One Annual Report on DFSC Activities was submitted to the EA and Parliament in line with National Prescripts.	One DFSC Annual Activity Report will be submitted to the EA and Parliament within Quarter One of FY2017/18 as per National Prescripts.

PERFORMANCE INFORMATION

BACKGROUND

The legislated mandate as per Defence Amendment Act, Act 22 of 2010, for the establishment of a DFSC within a five year framework, results in a celebration of its third anniversary during the period under review having been inaugurated on 10 October 2013.

The performance of the DFSC continues to be challenged by resource limitations such as cost containment measures imposed by NT that impedes the acquisition and outsourcing of external services.

7. PERFORMANCE AGAINST SA DEFENCE REVIEW 2015 (MILESTONE 1) IMPLEMENTATION WITHIN FY2016/17 RESOURCE ALLOCATION

The DFSC, as an Organ of State, is not directly involved in the implementation of the Defence Review 2015. However the DFSC continues to express its support at various platforms and sectors such as the Portfolio Committee on Defence, JSCD and NT in terms of the funding required for the implementation of Milestone 1. The successful implementation of Milestone 1 will complement various significant recommendations tabled by the DFSC concerning various Conditions of Service and tools of trade for uniformed members.

8. DEFENCE FORCE SERVICE COMMISSION ACHIEVEMENTS

Professor M.W. Makgoba, inaugurated as a Commissioner by the MOD&MV on 01 May 2015, was appointed by the Minister of Health, Dr A. Motsoaledi, as South Africa's first ever Health Ombudsman. Professor Makgoba will be processing patient complaints against health practitioners, hospitals and clinics across both the private and the public sectors.

The Final Report of the INDFSC was published in Government Gazette No 39920, Vol 610, dated 15 April 2016 at a cost of nearly R167 000. The DFSC also promulgated this Government Gazette on the DOD Policy Website. The gazetted report was viewed and read by two thousands five hundred and sixty eight (2 568) members, according to the recorded hits on the DOD intranet.

The Commission circulated a Bulletin dated 09 May 2016 on the DOD Intranet. The intention of this Bulletin titled '*DFSC Pledges Support to all Deployed Soldiers of the SANDF*' was multifaceted in that the DFSC encouraged deployed members of the SANDF to maintain discipline and standards; to commend all deployed members for their commitment and professionalism; for supporting peacekeeping initiatives and furthermore to communicate the continuous efforts of the Commission to improve Conditions of Service and service benefits for all SANDF members. This bulletin was viewed and read by three thousands and seventy (3 070) members, according to the number of hits recorded on the DOD intranet.

The compliance with the annual performance indicator and target for FY2015/16 in tabling the DFSC Annual Report for FY2015/16 was in line with National Prescripts and Section 62H (1) (b) of the Defence Amendment Act, Act 22 of 2010, stating that the Commission "*...must within two months after the end of each financial year submit a report on its activities and findings to the Minister*". An electronic copy of the report was submitted to the Office of the EA on 31 May 2016 and printed volumes were submitted to the Office of the Ministry on 03 June 2016. 65 Copies of the printed volumes were submitted to the Parliamentary Liaison Officer on 14 June 2016 for tabling to the Chairperson of the National Council of Provinces and the Speaker of the National Assembly.

The DFSC appeared before the JSCD on 9 September 2016 where it briefed the JSCD on the impact it made in improving Conditions of Service of SANDF members, and the challenges encountered thereto.

The Head of the Secretariat of the DFSC was granted authorisation to attend the DOD HRCC as part of fostering relations with internal DOD stakeholders, and to gain insight in the strategic HR processes that have impact on the mandate of the Commission.

A DFSC delegation visited five (5) Eastern Cape Military Units over the period 22 to 26 August 2016, namely Area Military Health Unit Eastern Cape; Naval Station Port Elizabeth; the Prince Alfred Guard Reserve Force Unit Port Elizabeth and the Army Support Base Port Elizabeth. The delegation could not continue with its consultative visit to the Air Force Station Port Elizabeth, because the OC of the Unit absconded on the day. Emanating from this visit, a preliminary visit report was submitted to the Office of the MOD&MV.



The Fitness Centre at DOD Mob Unit is adequately equipped to ensure that the fitness level of the soldiers is maintained to have them combat ready at all times

The De Brug Mobilisation Unit in Bloemfontein was visited by a delegation of the DFSC over the period 06 to 08 September 2016. Although no pre-deployment training took place, the Commission was able to interface with the members present as well as the members from Cuba involved with Project THUSANO.



SANDF member demonstrating to the Commissioners the mechanical functioning of a Caterpillar engine repaired by mechanical Engineers from Cuba and SANDF at Ops Thusano

Four members were successfully appointed during September 2016 within the Secretariat to the DFSC namely a driver for the DFSC Satellite Office in SAS Wingfield, a driver at the DFSC office in Pretoria, a Registry Clerk and an Assistant Director Researcher Policy Monitoring and Evaluation. The Deputy Director Operational Support was appointed with effect from 01 March 2017. All of these posts are from current posts assigned to DFSC.



Deputy Chairperson, Maj Gen(ret) B.H. Holomisa and DFSC Chairperson, Prof E.L. van Harte receiving MOD&MV, Ms N.N. Mapisa-Ngakula at the CMR Conference

Official authority and support for the conducting of a Civil Military Relations Conference on 27 and 28 October 2016 were obtained from the MOD&MV, Sec Def and C SANDF. The DFSC, in partnership with SAAB Grintek and African Equity Empowerment Investment Limited (AEEI), which complimented funding through in-kind donations to sponsor shortages, hosted a successful Civil Military Relations Conference over the period 27 to 28 October 2016 at the Council for Scientific and Industrial Research, Pretoria. After the introductory remarks by the Chairperson of the DFSC, Professor E.L. van Harte, the Honourable MOD&MV, Ms N.N. Mapisa-Ngakula, officially opened the conference.

The C SANDF, General S.Z. Shoke, delivered opening remarks on the second day. Even though the auditorium was oversubscribed, the conference was attended by approximately 150 people per day, as well as delegates from five foreign countries namely Zimbabwe, Botswana, Romania, Japan and Nigeria. The number of foreign participants increased during the Conference Dinner.



Head of DFSC Secretariat, Mr M.M.P. Motsepe observes as the Chairperson of the DFSC, Professor Edna van Harte thanking the C SANDF, Gen S. Z. Shoke, after the opening of Day 2 of the Civil Military Conference

The Sec Def, Dr S. Gulube, was the chief functionary at the Conference Dinner on 27 October 2016. Lieutenant General (Lt Gen) L. Yam, Chief of the SA Army, officially represented the C SANDF during the dinner.

The topic on “*Bridging the Gap: Advancing Civil Military Relations to deepen Democracy*” was directed over the two days by:

- Chief Director Maritime Strategy, Rear Admiral Segeran Pillay.
- Vice President and Head of Transformation SAAB Grintek Defence, Ms Adele Hall.
- Commandant of the Military Academy, Brigadier General (Brig Gen) L.K. Mbatha.
- Defence Analyst Armscor Defence Decision Support Institute, Mrs T. Moletsane-Tyhalisi.

The various sessions over the two days were chaired by:

- Chief Corporate Staff, SANDF, Lt Gen V. Masondo.
- Special Advisor to the MOD&MV, Mr T. Motumi.
- Chair of the Department of Political Science, Military Academy, Dr R. Steenkamp Fonseca.

- Former Chief of Logistics, Lt Gen (ret) J. Nkonyane
- Officer Commanding (OC), SANDF National War College, Brigadier General (Brig Gen) S.B. Nombewu.
- SG of the SANDF, Lt Gen (Dr) A.P. Sedibe.
- Tax Ombud, retired Judge (ret) Bernard Ngoepe.

The undermentioned highly regarded academicians from various universities; subject experts within the DOD, private sector, legal fraternity, DFSC, other Government Departments, Independent Media, Zimbabwe Defence Force and the Military Attaché from the Botswana Defence Force addressed various related topics that set the platform for deliberations and reflexions between the Military and the Civilian society.

- Chief of the South African Army, Lt Gen L. Yam.
- Chief of the South African Air Force, Lt Gen Z. Msimang represented by Officer Commanding of SAAF Museum, Lt Col T.N. Fredericks.
- Chief Human Resources, SANDF, Lt Gen N. Yengeni.
- General Officer Commanding (GOC) Training Command, Major General (Maj Gen) G.M. Yekelo.
- Member of Parliament and Deputy Chairperson of the DFSC, Maj Gen (ret) B.H. Holomisa.
- Vice Chairperson of the Reserve Force Council, Maj Gen (ret) K.M. Mokoape.
- Chief of the Reserve Force Division, Maj Gen R.C. Andersen.
- Director Labour Relations, SANDF, Brig Gen A. Makgae.
- Zimbabwe Defence Force, Brig Gen E. Munemo.
- Military Attaché of Botswana, Colonel (Col) S.S. Pelekekae.
- Senior Military Judge, SANDF, Col R. Combrink.
- Colonel (Col) S.S. Pelekekae, the Military Attaché Botswana.
- Internal Ombudsman at Independent Newspapers, Mr J. Rantao.
- Group Chief Executive Officer (CEO) African Equity Empowerment Investment, Ltd., Mr K. Abdulla.
- Commissioner of the DFSC, Prof R. Christie.
- Chairperson of the African Centre for the Constructive Resolution of Disputes, Prof J. Malan.
- Executive Director Freedom of Expression Institute, Ms T. Fokane.
- Director, Centre for Defence and Security Management, University of the Witwatersrand, Prof G. Cawthra.

- Member of the Freedom Park Council, University of South Africa Council and a Political Analyst, Prof M. Nkondo.
- Chief Director: Justice and Protection Services from Public Finance Division, NT, Dr Rendani Randela.
- CEO Freedom Park, Ms J. Mufamadi.
- Board member of the South African Qualifications Authority (SAQA), Prof T. Schultz.
- Special Advisor, Department of Human Settlements and a Political Analyst, Prof S. Seepe.
- Chairperson Royal Bafokeng Holdings, Ms M. Hlahla.
- Judge of Appeal of Supreme Court of Appeal and former Chairperson of the Interim National Defence Force Service Commission, Judge L.O. Bosielo.



Prof Christie, Mr Dimitri and other conference participants in the audience actively listening to presentations from a range of speakers at the CMR Conference



Prof M. Nkondo and Judge L.O. Bosielo, Maj Gen R. Andersen and other audience members in the background listening to the presentations during the CMR Conference



Acting former Chairperson of INDFSC, Bishop M.M. Mpumlwana; C SA ARMY, Lt Gen L. Yam ; DFSC Chairperson, Prof E.L van Harte; former Chairperson of the Interim National Defence Service Commission (INDFSC), Judge L.O. Bosielo and Deputy Chairperson of the DFSC Maj Gen(ret) B.H. Holomisa during the CMR Conference Dinner

It became clear during the Conference where robust discussions amongst all participants took place over the two days that there is a need for the following:

- A better understanding for the role and function and impediments among those holding civil control over the military, civil society and military fraternity.
- The need for honest and open dialogue between the labour unions and the DOD was identified.
- A need for increased funding for the DOD.

The Commission conducted an external visit to the deployed SANDF members in the DRC over the period 20 to 28 November 2016. In the process 590 SANDF members of a personnel strength of 799 were addressed and interviewed within the deployed units in Beni, Goma and Sake.



The Chairperson of the DFSC addresses members of the Engineering Squadron deployed in GOMA during the DFSC consultative visit to the DRC

The DFSC delegation was also addressed by the undermentioned members:

- Force Commander of the United Nations Organisation Stabilisation Mission in the Democratic Republic of the Congo (MONUSCO), Lt Gen D. Mgwebi.
- SA Defence Attaché within the DRC, Col Mzinjana.
- The SA Ambassador in Kinshasa, Lt Gen (ret) A.M. Shilubane.
- Secretary General from the Malawi Defence Force, Maman S. Sidikou.
- Chief Specialist Advisor to the Armed Forces of the Democratic Republic of the Congo (FRDC), Maj Gen B. Hatchwayo.
- The RSA Contingent Commander, Col Dyakopu.
- The Force Intervention Brigade (FIB) Commander at Beni, Brig Gen Phiri from Malawi.
- The Second in Command at the FIB Base at Sake, Major Mhlange.
- The RSA Battalion Commander stationed at Sake, Lieutenant Colonel A.M. Matlaila.



DFSC Delegation with RSA Ambassador to DRC, Lt Gen (ret) Shilubane and his wife, Mrs Shilubane (front row second from left) during the DFSC consultative visit to the DRC



Commissioners addressed by the Special Representative of the Secretary General, Mr Maman S. Sidikou, during their visit to the DRC

Over the period 10 to 11 November 2016 the DFSC conducted a Strategic Workshop for the Commission and identified members of the Secretariat that was facilitated by Dr Hentie van Rensburg who was assisted by his two colleagues from the Defence Decision Support Institute, ARMSCOR, at no cost to the DFSC. The aim of the workshop was for the Commission to deliberate on its legislated mandate within the context of what has been achieved and what needs to be achieved by October 2018. The Commission successfully conducted two follow up work sessions on 20 January 2017 and 24 March 2017 in order to finalise the DFSC Strategic Intent that will pave the way for the next two financial years. Amongst others, strategic objectives viz-a-viz management, operational, HR, financial, communication and stakeholders were identified.

The DFSC Satellite Office at SAS Wingfield is functioning although the official opening of this office is pending the availability of the MOD&MV. The DFSC would like to make use of this opportunity to acknowledge the assistance and support of the Chief of the SA Navy and the OC SAS Wingfield, Captain Krieger for agreeing to host the DFSC at SAS Wingfield and to Maj Gen M.J. Ledwaba, the GOC of the Defence Works Formation as well as Col Mfeketo and the Regional Works Unit Western Cape for their support and assistance in the refurbishment of an old building that will serve as the DFSC Satellite Office.



DFSC Satellite Office in SAS Wingfield refurbished by the Regional Defence Works Unit in the Western Cape

The Chairperson of the DFSC paid a courtesy visit to the C SANDF on 31 January 2017 to discuss the findings derived from its benchmarking visit to the deployed SANDF members within the DRC. Subsequent to this meeting, the DFSC was required to provide ideas for consideration and inclusion as the MOU between the UN and the RSA was in the process of being reviewed.



DFSC Delegation meeting with Chief Specialist Advisor to the Armed Forces of the Democratic Republic of the Congo (FRDC) and Officer Commanding of Team BULISA, Maj Gen B. Hlatswayo and his team in Kinshasa, DRC

The DFSC met with the MOD&MV on 08 February 2017. A number of strategic issues, including the establishing of a mechanism that will ensure that the recommendations tabled by the DFSC are considered for implementation within the DOD. The MOD&MV instructed the CHR to schedule a meeting with the Commission regarding the recommendation on the Delinking Salary from Rank that was tabled in June 2016. The DFSC presented the rationale and cost implication for the implementation of this recommendation to the HRCC on 07 March 2017. During this presentation the CHR indicated to the Commission that it is envisaged that the DOD will incur a surplus of Rm191 on its overall HR Budget for the current financial year.

A letter was tabled to the Office of the EA requesting authorisation to utilise R87 of the Rm191 HR budget surplus, to fund the implementation of delinking salary from rank recommendation that will benefit 8 894 members of the SANDF who are stagnated in Ranks. Even though the audience availed to the DFSC is perceived as an achievement, the waving of the request for funds to be made available for the Delinking Salary from Rank, is regretted. Through this meeting with the MOD&MV, the Minister instructed that a workshop between the Ministry, key stakeholders within the DOD and the DFSC needs to take place to address the relevant issues affecting the DFSC and respective DOD stakeholders.

The Directorate Integrated Management Systems (DIMS) successfully equated and moderated three critical posts within the Secretariat of the DFSC on 08 March 2017. The three posts are:

- The Deputy Director Office Manager: Salary Level 11.
- The Assistant Director Office Administrator: Salary Level 09.
- The Assistant Director: Policy Review: Salary Level 09.

The DFSC Flag, designed by DOD Heraldry, was approved on 15 March 2017 and is in the process of certification in accordance with relevant Heraldry policies.

9. PERFORMANCE INDICATORS AND TARGETS

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 Table 7 below.

Table 7: Defence Force Service Commission: Core Programme Outputs, Performance Indicators and Compliance for FY2016/17

S/N	Output	Performance Indicators	Detail of Actual Achievement (Outputs)	Reason and Comment on Deviation
	a	b	c	d
1	Provide and ensure professional and optimal support to the DFSC.	100% utilisation of the allocated budget according to plan.	<ul style="list-style-type: none"> • 94.75% was spent on Item 10. • 95.29% was spent on Item 15. • 90.81% was spent on Item 20. • 77.69% was spent on Item 25. • 94.53% was spent on Item 35. • 94.7% was spent on Item 60. 	The target for the DFSC was 95% overall expenditure therefore 94.51% is perceived as achieved.

Table 7: Defence Force Service Commission: Core Programme Outputs, Performance Indicators and Compliance for FY2016/17 (continued)

S/N	Output	Performance Indicators	Detail of Actual Achievement (Outputs)	Reason and Comment on Deviation
a	b	c	d	
2	Percentage of staffed posts versus structure.	95% of the Structure of the DFSC is staffed.	Only 68.42% (13 members) of the current Secretariat structure of 19 posts is staffed.	<ul style="list-style-type: none"> The structure of only four researchers within the DFSC was proposed by the INDFSC. This performance indicator was based on the appointment of four researchers, three on Level 9 and a Deputy Director on Level 11. The researcher post (remuneration Level 9) that became vacant during the period under review will be advertised during the first quarter of FY2017/18 as funds for advertisements within the current FY Item 15 were depleted. The vacant secretary post for the Head of the Secretariat was advertised during July 2016 and the shortlisting took place during November 2016. A suitable candidate could not be identified, and the post will be re-advertised in FY2017/18. The advertising of the Media Clerk and Provisioning Clerk awaits confirmation of the funds availability. The structure of the DFSC Secretariat was reviewed by DIMS during FY2015/16, however, the moratorium placed by NT regarding the expansion of structures and appointment of members, impacted negatively on the implementation of the approved and redesigned structure of DFSC Secretariat.
3	Percentage compliance to the Logistical Support Plan.	100% Annual Target.	The DFSC completed its stock taking and is awaiting the Annual Stock Take Certificate from DOD HQ Unit to be issued.	The DFSC did not deviate from its Logistical Support Plan.
4	Provide Sound Salary/ Service Benefits Review.	Annual Target.	<ul style="list-style-type: none"> Consultations took place with the DPSA and Old Mutual pertaining to housing solutions/assistance. 	This Performance Indicator and target setting was reviewed to one report per annum and amended for the DFSC APP FY2017/18.

S/N	Output	Performance Indicators	Detail of Actual Achievement (Outputs)	Reason and Comment on Deviation
	a	b	c	d
			<ul style="list-style-type: none"> The DFSC presented the recommendation on Delinking Salary from Rank recommendation as advised by the MOD&MV to the HRCC on 07 March 2017. Submitted a recommendation on salary overlapping for the ranks of Private to Sergeant to the Office of the MOD&MV. 	
5	Provide sound Review of Conditions of Service.	Annual Target.	No recommendations on Conditions of Service were submitted to the MOD&MV for the period under review. A new researcher was appointed on 01 September 2016. Six meetings were held during FY2016/17	This performance indicator was developed during 2014 before the reduced budget allocation in March 2016. Due to capacity constraints, especially in the research domain, the DFSC decided during FY2015/16, that the DFSC will submit well researched and validated annual recommendations to the Office of the EA.
6	Provide sound Policy Review.	Annual Target.	Although no official Policy Review Committee meeting was conducted, liaison with the Deeds of Commission section continued. Much was achieved since the meeting in April in that the Deeds of Commission template was approved and the actual number of Deeds of Commission for Officers was validated.	<ul style="list-style-type: none"> A detached member from the SA Air Forces has been appointed as the Acting coordinator of the Policy Review Committee, but was recalled to his Unit during January 2017. Due to capacity constraints, especially in the research domain, the DFSC decided during FY2015/16, that the DFSC will only submit well researched and validated annual recommendations to the Office of the EA. It became evident that much more research and liaison needs to take place before viable policy review recommendations on Duty Busses and Deeds of Commission can be tabled to the EA.
7	Report to MOD&MV on DFSC activities and findings. Submission of two recommendation reports to the Minister per quarter.	Revised to read as Annual Target.	Two recommendations were tabled to the Ministry namely, on the annual increment for members of the SANDF and Delinking Salary from Rank.	This Performance Indicator and target setting was reviewed and amended for the DFSC APP FY2017/18 to indicate an annual performance target. Should additional recommendations on Pay and Service Benefits be tabled, it will be indicated as an overachievement.

PART C

GOVERNANCE

1. INTRODUCTION

The MOD&MV, as the EA, is responsible for oversight of Defence related Organs of State within the Department. During the reporting period the MOD&MV engaged with the DFSC on 08 February 2017. A number of strategic issues, including the establishment of a mechanism that will ensure that recommendations tabled by the DFSC are considered for implementation within the DOD were discussed. Other significant engagements with the Minister included the official opening of the Civil Military Conference that resulted in robust discussions between all participants during the two day Conference.

Many other informal opportunities were initiated and fruitful dialogue took place between the Minister and the Commission, such as the invitation of the Office of the Ministry to the DFSC to attend the Budget Speech of the MOD&MV and to accompany the Minister to an official visit to the DRC. Despite the fact that the joint venture to the DRC did not materialise, the DFSC appreciated the invitation from the EA.

The Commission was also invited by the MOD&MV to attend a Council on Defence meeting of which the date still needs to be formalised by the COD.

The DFSC addressed the MCC on findings subsequent to its visit to Military Bases and Units within Port Elizabeth, Eastern Cape Province on 05 October 2016, after the DFSC submitted an urgent interim report to the MOD&MV and C SANDF.

2. RISK MANAGEMENT

Even though no Corporate Risks are registered on the DOD Enterprise Risk Management Register for the DFSC, the DFSC needs to report that capacity constraints within the DFSC are impeding required strategic outputs.

RISKS AND MITIGATING ACTIONS

Capacity constraints within the support functions of the Secretariat were alleviated by calling up eight Reserve Force members during the year under review. Although no funds were made available for the remuneration of Reserve Force members, the funds to justify the remuneration of these members were reallocated from unstaffed vacant PSAP posts within DFSC Item 10 HR Budget.

Notwithstanding, the continuous call up of Reserve Force members, an additional eight members from respective Arms of Service were detached to the DFSC to augment gaps within the core research and support functions.

The performance of the DFSC continues to be challenged by resource limitations such as the level of appointment of specifically the researchers within the core function of the DFSC, and other critical support functionaries within the structure of the DFSC Secretariat; cost containment measures imposed by NT impeded amongst other the utilisation of external actuarial services to determine, assess and plan the financial impact of validated recommendations in terms of Pay and Service Benefits, and the limited powers of the DFSC as per Defence Amendment Act, Act 22 of 2010.

3. CORRUPTION AND FRAUD PREVENTION

There was no incidents of corruption, fraud, financial misconduct or mismanagement of funds throughout FY2016/17.

4. CODE OF CONDUCT

The Code of Conduct for Public Servant Act Personnel (Annexure B) is applicable to the Commissioners and the employees of the DFSC. Members on detached duty and members on call up are obliged to conform to the Soldier of Africa: Code of Conduct for Uniformed Members of the SANDF. These Codes of Conduct strengthened the ethical and legalistic behaviour of all members serving the DFSC.

5. HEALTH AND SAFETY ISSUES

Located within the buildings leased by the SAMHS, members of the DFSC are obliged to conform to the Occupational Health and Safety Act and Amendments that aims to provide for the health and safety of persons at work and the health and safety of persons in connection with the activities of persons at work.

During FY2016/17 urgent and essential maintenance and repair renovations took place at Kasteelpark and within the Leerdam building. Notwithstanding the necessity of these constructions, services within the DFSC were interrupted for nearly eight weeks when electricity, water and Information Technology platforms were intermittently shut down. Some members of the Secretariat were relocated in order to perform core and support functions, due to health related complaints.

The DFSC tabled specific recommendations at the end of the previous financial year on matters directly linked to Health and Safety issues within the DOD. The MOD&MV acknowledged the receipt of these recommendations in June 2016 and indicated to the Commission that the recommendations were forwarded to the Sec Def and the C SANDF for their consideration and implementation within the current FY2016/17 allocated DOD budget. The critical aspects of these recommendations can be summarised as:

- The prioritising of the eradication of asbestos in the DOD.
- The revising of all policy documents on uniforms and protective clothing with special attention to the protective gear for fire-fighters.
- Matters pertaining to Military Skills Development System (MSDS) intakes that impact on Health and Safety Issues within the DOD such as the revising of recruitment strategies and the numbers of members accepted that can be accommodated in ETD facilities and dormitories according to Occupational Health and Safety standards.

The procurement processes for the publication of these recommendations in a Government Gazette was finalised in the period under review and the publication is awaited.

6. PARLIAMENTARY COMMITTEES

JOINT STANDING COMMITTEE ON DEFENCE

The DFSC appeared for the first time since inauguration on 10 October 2013, before the JSCD on 9 September 2016. The Commission briefed the committee on the impact made in improving Conditions of Service for SANDF members, and the challenges encountered thereto.

The Commission was commended for the work done and the Chairperson of the JSCD acknowledged the challenging circumstances experienced by the Commission in executing its legislated mandate. The following was made visible to the JSCD:

- From the final report of the INDFSC in November 2010, 20 recommendations were made. The DFSC was informed via the Office of the Sec Def that five of the recommendations were implemented by the SANDF namely:
 - *“A properly funded and extensive Defence Review be undertaken as soon as possible to pay close attention to the relationship between mandate, capabilities and funding.”*
 - *“A review of the budgetary requirements of the SAMHS be undertaken at once with a view of improving the funding with the aim to retain Health Care Practitioners. To audit all the files of members who are remunerated in terms of Occupation Specific Dispensation (OSD), and the MOD&MV to appoint medical task team to address specific matters.”*
 - *“The implementation of a new grievance mechanism within the DOD.”*
 - *“A new salary grading system for Regular Force members; the implementation of a revised dispensation for Reserve Force members; the implementation of Technical allowances and OSD.”*
 - *“Establishment of a Defence Force Service Commission.”*
- The DFSC has tabled 12 recommendations to the MOD&MV, of which only one on the implementation of OSD for Military University Educators was implemented by the DOD in November 2014. We have observed that certain issues we reported on have been changed.
- The DFSC has staffed 13 (68%) posts of the 19 approved establishment, and 6 (32%) posts are vacant. Although the DFSC anticipates the staffing of the full complement of the DFSC Secretariat by 2017, the DFSC cannot predict definitely when the vacant posts will be staffed due to factors outside the control of the DFSC such as the protracted HR Acquisition processes within the DOD; verification of qualifications by the SAQA and vetting by Defence Intelligence. The cost to advertise vacancies in national media requires of the DFSC to divide the publication of advertisements over two years. Three posts within this inadequate structure became unfunded as a result of being vacant for the past three years. Although the CHR acknowledged that the structure of the DFSC is too small, the DFSC was not able to address this inadequacy within the period under review. The cost containment measure implemented on the expansion of structures delayed the structural analysis process that was initiated through the DIMS.
- In terms of negotiating salaries, the SANDF is excluded from the bargaining processes of the Public Service Bargaining Council of South Africa. The SANDF is not covered by the resolutions and agreements that DPSA enters into with trade unions. The concluded resolutions and agreements between the DPSA and the trade unions are implemented as such within the SANDF.
- The DFSC did not table any recommendations to the Minister on conditions of service that specifically address the concerns of Reserve Force members. The conditions of service as specified in the Defence Amendment Act, Act 22 of 2010, is equally applicable to DAP and Reserve Force members. The implementation of the MOU between the DFSC and the RFC awaited the formal appointment of the new RFC members
- The Commission informed the JSCD that according to observations made during several consultative visits to Military Bases and Units, the morale of members of the SANDF is low, military and ETD facilities across the country are dilapidated, insufficient and not maintained and could contribute to sporadic ill-discipline portrayed by the soldiers.

During its appearance, the Commission reiterated the importance of adequate funding for the implementation of Milestone 1 (Arrest the Decline) of the Defence Review 2015, not only to the Defence Force, but to South Africa and Africa at large, as this will also impact positively and address the inadequacies in structures, ETD opportunities, tools of trade and Conditions of Service in general.

During the previous financial year, the DFSC appeared before the Portfolio Committee on Defence and Military Veterans on 21 October 2015. The Portfolio Committee then made several constructive remarks for the Commission to consider and to act on, specifically:

- The Commission needs to, as a matter of urgency, either outsource the required research capacity or appoint research consultants.
- The Commission needs to seek actuarial expertise to assist in drafting quality recommendations that have financial implications for the Minister.

As a result of the cost containment measures with subsequent budget cuts that was instituted, the acquisition of consultants and Actuarial expertise could not be obtained even though strong motivations for additional funding in this regard was presented to the DPBEC during June 2016.

The DFSC is cognisant concerning proper boundary management and take great care not to overstep into the domain of the Military Ombud, by handling individual grievances. In support of this notion, the DFSC and Military Ombud will shortly sign a MOU to manage submissions forwarded to DFSC.

ACTIVITIES, ENGAGEMENTS AND MILITARY BASE VISITS DURING FY2016/17

The following tables indicate, in sequential format, the more than 102 activities and engagements of the DFSC with internal and external DOD Strategic Stakeholders, and others, in pursuit of validated information to be able to comply with its legislated mandate regarding the tabling of recommendations to improve the lives of members of the SANDF to the Minister, and to market the DFSC as an institution. Furthermore, the DFSC engages in activities to market the institution and to build relationships.

Tables 8 to 15 illustrate the activities that the DFSC engaged in during FY2016/17.

Table 8: Defence Force Service Commission: Plenary Board Meetings

Date	Event
a	b
20 April 2016	Members of the DFSC attended a Special DFSC Plenary Board meeting.
30 May 2016	Members of the DFSC attended a Special DFSC Plenary Board meeting.
10 June 2016	Members of the Commission attended a Special meeting on matters regarding the envisaged DFSC Conference.
20 June 2016	Members of the DFSC attended a Special DFSC Plenary Board to address the CHR and the Sec Def. Both mentioned parties could not honour the scheduled appointment.
26 July 2016	Members of the DFSC attended a Special DFSC Plenary Board meeting.
08 September 2016	The members of the DFSC met in preparation for appearance in front of the JSCD.

Table 8: Defence Force Service Commission: Plenary Board Meetings (continued)

Date	Event
a	b
28 September 2016	Members of the DFSC attended a Special DFSC Plenary Board meeting.
20 January 2017	Members of the DFSC attended a scheduled DFSC Plenary Board Work Session to consolidate the DFSC Strategic Intent.
06 February 2017	An identified DFSC Working Committee met in Cape Town to oversee the consolidation of the DFSC Strategic Intent.
24 March 2017	Members of the DFSC attended a Plenary Board work session for the consolidation of the DFSC Strategic Intent.

Table 9: Defence Force Service Commission: Conferences and Work Sessions

Date	Event
a	b
27 to 28 October 2016	The DFSC hosted a conference on Civil Military Relations at the Centre for Scientific and Industrial Research.
10 to 11 November 2016	The DFSC held a strategic work session aimed at compiling a DFSC Strategic Intent and to consolidate a Strategic Action Plan that will guide the Commissioners for FY2017/18 – FY2018/19.
09 March 2017	The Chairperson participated in the 12th Annual Women's Leadership Conference.

Table 10: Defence Force Service Commission: Meetings with other Government Departments

Date	Event
a	b
10 & 19 May 2016	The Head of the Secretariat engaged with FORMESET regarding the printing of the DFSC Annual Report FY2015/16.
22 May 2016	The Head of the Secretariat engaged with the Intelligence Council on Conditions of Service from State Security Agency.
19 July 2016	The Commission attended a DOD presentation/discussion with NT concerning the impact of the budget cuts on the DOD.
02 August 2016	The Chairperson met with the Chairman of Paramount Group, Mr Ivor Ichikowitz and others regarding a sponsorship for the envisaged conference
02 August 2016	The Chairperson met with Mr. S. Hamilton, CEO of SA Aerospace Maritime and Defence Industries Association, regarding support for the Conference
03 August 2016	The Chairperson met with Dr R. Steenkamp and Professor R. Christie regarding the envisaged conference.
30 August 2016	The Chairperson met with Mr Raman of SAAB regarding the envisaged conference.
09 September 2016	The DFSC appeared before the JSCD.
12 September 2016	The Chairperson met with the CEO of Paramount regarding sponsorship for the envisaged DFSC Conference.
13; 14; 16; 20 & 21 September 2016	The Chairperson met with the CEO of SAAB, Mr Trevor Raman.

Table 11: Defence Force Service Commission: Attendance of SANDF Parades and other Ceremonies

Date	Event
a	b
21 April 2016	A DFSC delegation attended the Annual SA Navy Festival Cocktail.
22 April 2016	A DFSC delegation attended the SA Navy Festival Opening Parade.
24 April 2016	A DFSC delegation attended the Annual SA Navy Remembrance Service.
11 May 2016	A DFSC delegation attended the dinner hosted by the Sec Def.
15 May 2016	A DFSC delegation attended the SA Air Force Memorial Service.
25 May 2016	A DFSC delegation attended the Africa Day Celebrations hosted by the C SANDF.
29 May 2016	A DFSC delegation attended the Memorial Service held in Honour of SANDF Members who fell during UN Peacekeeping Operations as well as those who Perished in the Line of Duty.
24 June 2016	A DFSC delegation attended the DOD Youth Day Commemoration at 3 SA Infantry Base, Kimberley.
13 July 2016	A DFSC delegation attended the memorial service of the late Lt Gen D.D. Mdutyana in Pretoria.
16 July 2016	A DFSC delegation attended the funeral of the late Lt Gen D.D. Mdutyana in the Eastern Cape.
19 August 2016	The Chairperson attended the Women's Day Celebrations in Cape Town.
27 August 2016	A DFSC delegation attended the funeral of the late Col M. Vena, Chief of Staff Military Academy in Bisho.
15 September 2016	A DFSC delegation attended the opening of the SA Air Force Heritage Museum at Swartzkop Air Force Base.
17 October 2016	A DFSC delegation attended the opening of C SANDF Prestige Week.
20 October 2016	A DFSC delegation attended the Closing Ceremony of C SANDF Prestige Week.
21 October 2016	A DFSC delegation attended the C SANDF Prestige Gala Dinner.
29 October 2016	A DFSC delegation attended the Chief of the SA Navy Gala Event.
17 November 2016	A DFSC delegation attended the Chief Logistics Gala Dinner.
18 November 2016	A DFSC delegation attended the SAMHS Corporate Awards.
01 December 2016	A DFSC delegation attended Memorial Service of the late Brig Gen Lindikhaya Lennox Mtirara, Director Air Force Acquisition.
06 December 2016	A DFSC delegation attended the Military Academy Graduation Ceremony.
07 December 2016	A DFSC delegation attended the Military Academy Awards Evening.
08 December 2016	A DFSC delegation attended the Military Academy Passing Out Parade.
09 December 2016	A DFSC delegation attended the Chief of Army Awards and Gala Evening at the Heartfelt Arena, Pretoria.
09 December 2016	A DFSC delegation attended the Closing Ceremony of the 350th Commemoration of the Castle of Good Hope.
02 February 2017	A DFSC delegation attended the SA Air Force Gala Dinner.
03 February 2017	A DFSC delegation attended the SA Air Force Prestige Parade.

Table 11: Defence Force Service Commission: Attendance of SANDF Parades and other Ceremonies (continued)

Date	Event
a	b
09 February 2017	A DFSC delegation attended the State of the Nation Address in Cape Town.
17 to 22 February 2017	A DFSC delegation attended the Armed Forces Day in Durban.
22 February 2017	The Chairperson attended the Budget Speech of the Minister of Finance in Cape Town.
28 February 2017	A DFSC delegation attended the Anniversary of the Armed Forces Day of Thailand.
28 February 2017	A DFSC delegation attended the Change of Command Parade of the GOC SA Army Training Command.
09 March 2017	A DFSC delegation attended the Reserve Force Council Lekgotla.
17 to 19 March 2017	A DFSC delegation attended the SA Navy Festival in Cape Town.



Acting Chief Joint Operations, Rear Admiral (Jr) D.J. Christian; DFSC Chairperson, Prof E.L. van Harte and Col Mangotywa from Special Forces at DOD Supplier Day hosted by DOD Logistics Division

Table 12: Defence Force Service Commission: Visits to SANDF Basis and Units

Date	Event
a	b
22 to 25 August 2016	A DFSC delegation conduct a consultative visit to four SANDF Units in Port Elizabeth, Eastern Cape.
06 to 08 September 2016	A DFSC delegation conduct a consultative visit to the DOD Mobilisation Centre in Bloemfontein.
20 to 28 November 2016	DFSC undertook a consultative visit to the deployed SANDF members in the DRC.

Table 13: Defence Force Service Commission: Engagements with Strategic External Role Players

Date	Event
a	b
11 May 2016	Members of the Commission attended the Budget Vote speech of the MOD&MV.
12 May 2016	Members of the Commission attended the Parliamentary Budget Vote presented by the Speaker of Parliament.

Table 14: Defence Force Service Commission: Engagements with Strategic SANDF Stakeholders

Date	Event
a	b
04 April 2016	Members of the Commission met with the CHR, Maj Gen Sitshongaye on matters relating to Conditions of Living Adjustments.
12 April 2016	Members of the Commission met with the Military Ombud, Maj Gen (ret) T.T. Matanzima regarding the management of submissions.
14 April 2016	The Chairperson met with the SG of the SANDF, Lt Gen A.P. Sedibe.
19 May 2016	Members of the Commission attended a VIP Day where the SA Army demonstrated its Capabilities.
20 May 2016	The Head of the Secretariat engaged with the Director Defence Reserves regarding the management and administration of Reserve Force members.
23 May 2016	The Defence Reserve Magazine interviewed the Chairperson regarding the mandate of the DFSC.
23 May 2016	The Head of the Secretariat engaged with the Director HR Plan, Brig Gen Khohliwe, to discuss the impact of HR budget cuts on the DFSC.
25 May 2016	The Commission attended a DPBEC meeting.
31 May 2016	The Head of the Secretariat engaged with the DIMS regarding the structure of the DFSC Secretariat.
22 June 2016	The Office of the MOD&MV scheduled a meeting with the DFSC, prior to a scheduled engagement with the President of the RSA. Although both commitments could not be honoured by the MOD&MV and the President, the Sec Def jointly chaired subsequent meeting with the Chairperson of the DFSC with the roll players present, including Acting C SANDF, Chiefs of respective Services and the CEO of ARMSCOR.
30 June 2016	A member of the Secretariat attended the Defence Planning Board where matters such as the implementation of Defence Review 2015 and DPBEC findings were discussed.
18 August 2016	The Commission made a presentation to the DPBEC regarding the DFSC financial performance against the APP FY2016/17 and tabled a motivation for additional funding to the amount of Rm3.1.
02; 10 and 30 August 2016 13; 20; 27 September 2016	The Head of the Secretariat or a delegated person, attended weekly scheduled HRCC meetings.
06 September 2016	The DFSC tabled a motivation to the Alternative Service Delivery Implementation Board regarding the outsourcing of the printing of the AAR FY2016/17.
17 July 2016	The Chairperson met with the C SANDF on matters of strategic importance.

Table 14: Defence Force Service Commission: Engagements with Strategic SANDF Stakeholders (continued)

Date	Event
a	b
18 July 2016	The Chairperson met with Col H. Klein, the Personal Staff Officer to the Deputy MOD&MV.
21 July 2016	The Chairperson met with the Acting OC at the DOD School of Logistics, Cape Town.
05 October 2016	A DFSC delegation presented an interim visit report at a meeting with members of the MCC. The report highlighted aspects relating to Conditions of Service that SANDF members are exposed to in the units.
04; 11; 25 October 2016 01; 08 November 2016	The Head of DFSC Secretariat attended the HRCC meetings.
02 November 2016	The Head of Secretariat made a presentation to the Strategic Work Session of the SAMHS regarding the role and functions of the DFSC.
24 & 31 January 2017 07; 14; 28 February 2017 07 & 14 March 2017	The Head of DFSC Secretariat attended the weekly scheduled HRCC meetings.
31 January 2017	The Chairperson of the DFSC met with the C SANDF to discuss findings and recommendations subsequent to the visit to the deployed forces in the DRC.
07 February 2017	A DFSC delegation met with the MOD&MV to address matters of a strategic nature.
07 March 2017	A DFSC delegation addressed the HRCC on matters relating to the delinking salary from rank.

Table 15: Defence Force Service Commission: Special Projects

Date	Event
a	b
06 to 08 April 2016	A DFSC delegation attended the Civil Military Relations Seminar in Pretoria hosted by the Defence Policy, Strategy and Planning Division.
13 May 2016	A DFSC delegation attended the Military Ombud Symposium on <i>"The relationship between the OMBUD Institutions and civil Society in Democratic Oversight of Armed Forces"</i> .
21 July 2016	The Chairperson met with the SANDF Driving Instructor at Log School, Youngsfield and the newly appointed driver at the DFSC Satellite Office, SAS Wingfield.
22 July 2016	The Chairperson met with the Western Cape Works Formation regarding the completion of the DFSC Satellite Office, SAS Wingfield.
02 September 2016	A DFSC delegation met with the OC SAS Wingfield regarding matters of concern impacting on the DFSC Satellite Office.
08 September 2016	The Chairperson visited the DFSC Satellite office, SAS Wingfield.
02 December 2016	Shortlisting of applications for the secretary for the Office of the Head of Secretariat.
05 December 2016	Stakeholder engagement meeting at DFSC Satellite Office Wingfield.
13 February 2017	Coordinating meeting between the Chairperson of the DFSC, the Works Formation Western Cape and ASB Youngsfield regarding the official opening of the DFSC Satellite Office.
14 February 2017	Meeting of identified members for the handing and taking over of submissions tabled to the DFSC.
14 February 2017	Official Opening of the DFSC Satellite Office Coordinating Committee meeting.

PART D

HUMAN RESOURCE MANAGEMENT

1. INTRODUCTION

The HR component within the Secretariat of the DFSC was severely challenged throughout the reporting period. The DFSC is mandated in terms of Section 62B(3) of Defence Amendment Act, Act 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”. This section within its legislated mandate, assisted the DFSC to, despite the inadequate approved structure, the moratorium/financial constraints posed by the Minister of Finance on the expansion of structures and the protracted DOD appointment systems, to utilise eight (8) DAP on detached duty for extended periods and eight (8) Reserve Force members to supplement the structure of the Secretariat.

2. DEFENCE FORCE SERVICE COMMISSION: HUMAN RESOURCES STATISTICS

The DFSC Secretariat was established in terms of section 62.I of the Defence Amendment Act, Act 22 of 2010, and provides administrative, logistical and secretarial support to the Commission.

The DFSC Secretariat had an eventful FY2016/17 and continues to be encouraged by the support and assistance from the DOD and the SANDF. The DFSC believes that the importance it places on relationship building is contributing to the support the DFSC receives from relevant stakeholders. It is worth noting that the structure and the post levels of the Secretariat needs to be reviewed to enable the DFSC 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 Secretariat is a critical support arm of the Commission with specific expected deliverables. In doing so, the Secretariat utilises and relies on prescribed DOD processes and procedures and the support and cooperation from DOD and SANDF officials.

The information in Table 16 gives an indication of the additional HR capabilities that were required throughout FY2016/17 from various Services and Division and the respective Reserve Forces who assisted in critical areas within the DFSC Secretariat. It is interesting to note that the DFSC assigned more males than female members.

Table 16: Defence Force Service Commission: Demographic Representation of the Members that were called up from the respective Reserve Forces and on Detached Duty from the various Services and Division

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 April 2016 to 31 Augusts 2016		F	White
2	Lt Col D.D. Mtimkulu Commission Secretary	SAAF	01 April 2016 to 31 Augusts 2016	M		African
3	Maj R.N. Mokae Office of the Chairperson: Protocol and Special Projects	SAAF	From: 01 April 2016 to 31 August 2016 From: 01 October 2016 to 31 March 2017		F	African

Table 16: Defence Force Service Commission: Demographic Representation of the Members that were called up from the respective Reserve Forces and on Detached Duty from the various Services and Division (continued)

S/N	Detached Defence Act Personnel	Arms of Service	Period	Male	Female	Race
	a	b	c	d	e	f
4	Maj N.T. Munyai Logistics and Finance	SA Army	From: 01 April 2016 to 31 August 2016 From: 01 October 2016 to 28 February 2017	M		African
5	Sgt L.S. Mabusela Registry and then Secretary to the Head of the Secretariat	SAMHS	From: 01 April 2016 to 31 August 2016 From: 01 October 2016 to 31 March 2017		F	African
6	CO B.A Pitsi Research	SAAF	01 April 2016 to 31 August 2016		F	African
7	Rfm D.T. Tjeba Driver	SA Army	From: 01 April 2016 to 31 August 2016 From: 01 October 2016 to 31 March 2017	M		African
8	Pte D.T. Radebe Driver	SA Army	From: 01 April 2016 to 31 August 2016 From: 01 October 2016 to 31 March 2017	M		African
Members on Detached Duty from Services						
9	Lt Col M. Loots A/Policy Review Coordinator	SAMHS	01 April 2016 to 28 February 2017		F	White
10	Lt Col C.T. Silwer Office Administrator to the Chairperson	SAMHS	20 September 2016 to 31 March 2017	M		Coloured
11	Lt Col C.R. Stanton Corporate Communication	SAAF	01 April 2016 to 31 August 2016	M		White
12	Cdr L. Alberts Research	SA Navy	01 April 2016 to 30 June 2016	M		White
13	Capt N.D. Ntshangase Research	SAAF	04 October 2016 to 20 January 2017	M		African
14	WO1 L.P.G. Vigeland	SA Navy	01 September 2016 to 31 March 2017	M		Coloured
15	LS W. Baloyi Personal Driver to the Chairperson and Procurement	SA Navy	01 April 2016 to 31 March 2017	M		African
16	Ms A. Gujulwa General Assistant	DOD HQ Bank of Lisbon	01 April 2016 to 31 March 2017		F	African

Table 17 below is an illustration of the demographic status of the members who are in permanent employment within the Secretariat. The DFSC needs to mention that no Asian or a person living with a disability have been appointed within the DFSC Secretariat to date. Once again, it must be noted that there are more males than females working within the DFSC.

Table 17: 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	Mrs M. Loots (appointed 01 March 2017) Deputy Director: Operational Support		F	White
3	Ms T.B. Kunene Administratively discharged with effect from 20 January 2017 Assistant Director: Policy Review		F	African
4	Mr T.L. Magubane Assistant Director: Researcher Total Rewards	M		African
5	Ms Z Maya Assistant Director: Administrative Support		F	African
6	Mr T.V. Mthombeni Assistant Director: Communication Officer	M		African
7	Ms L.R. Phologane (appointed 01 September 2016) Assistant Director: Monitoring and Evaluation		F	African
8	Mr N.S. Van Wyk Assistant Director: Process Support	M		White
9	Ms M.M. Tema Senior Administrative Officer		F	African
10	Mr J.T. Masilo Chief Provisioning Administration Clerk	M		African
11	Mr R.F. Malatsa Senior Provisioning Administration Clerk	M		African
12	Mr C.K. Letsoalo (appointed 01 September 2016) Registry Clerk	M		African
13	Mr S. Maodi (appointed 01 September 2016) Driver	M		African
14	Mr J. Windvogel (appointed 01 September 2016) Driver at DFSC Satellite Office Wingsfield Cape Town	M		Coloured

The compliance of the DFSC in terms of the DOD Employment Equity Targets is indicated in Table 18 and Table 19 on the following pages. The DFSC intends to correct the diversity profile through future appointments.

Table 18: Department of Defence Employment Equity Targets versus the Current Racial Profile of the Defence Force Service Commission

S/N	Performance Indicator	Annual Target as per DOD App	Actual Output Validated	Achievement	Reason/s for Deviation
	a	b	c	d	e
DFSC APP FY2016/17 HR Support Plan: Equity Status.	Race and Gender Representation Requirement. The DFSC reports against 19 Posts on the structure of the Secretariat to the DFSC in accordance with the DOD HR Strategy reflecting the broad demographic composition of the RSA's population and comply with the Defence Review 2015	Equity status is reflected against the current 13 posts staffed, and secondly, against the structure of 19 posts.		The advertising of the Media Clerk and Provisioning Clerk awaits confirmation of the funds availability. The post of Secretary to the Head of Secretariat was advertised and shortlisting of applications received was done.	The DFSC considers the National Equity requirements regarding staffing levels. A person with a disability will be recommended for a permanent appointment within the Secretariat should such a person complies with post requirements and be able to execute mandatory duties and functions. The protracted appointment system for PSAP within the DOD necessitates the DFSC to make use of Reserve Force members to augment the support functions within the secretariat.
		African: 64.6%.	76.92% = ten people staffed.	Overachieved.	
			52.63% of the approved structure of 19 posts.	Underachieved.	
		Coloured: 10.2%.	7.69% = one person staffed.	Underachieved.	
			5.26% of the approved structure of 19 posts.	Underachieved.	
		Asians: 0.75%.	0% staffed.	Underachieved.	
			0% of the approved structure of 19 posts.	Underachieved.	
		White: 24.3%.	15.38% = two people staffed.	Underachieved.	
			10.53% of the approved structure of 19 posts.	Underachieved.	
		Male: 70%.	69.23% = nine males staffed.	Underachieved.	
			47.36% of the approved structure of 19 posts.	Underachieved.	
		Female: 30%.	30.76% = four females staffed.	Achieved.	
			21.05% of the approved structure of 19 posts.	Underachieved.	
		Members with disabilities: 2%.	0% staffed.	Underachieved.	
			0% on structure.	Underachieved.	

S/N	Performance Indicator	Annual Target as per DOD App	Actual Output Validated		Achievement	Reason/s for Deviation
	a	b	c		d	e
	The post of the Chairperson to the Commission (who is appointed in a full time capacity = 20 posts).	Coloured: 10.22%.	10% = one person within the composition of ten inaugurated Commissioners.	Achieved.		

Table 19: Department of Defence Employment Equity Targets versus the DFSC Racial Profile of Permanent Employees

S/N	Race	DOD Employment Equity Targets	DFSC Racial Profile of Permanent Employees
	a	b	c
1	African	65%	90%
2	White	24%	10%
3	Asian	1%	0%
4	Coloured	10%	0.1%
5	Person with Disability	2%	0%

Table 20 reflects the utilisation of the respective Reserve Force members and the total amount of remuneration earned for FY2016/17

Table 20: Defence Force Service Commission: Utilisation of Reserve Force Members for FY2016/17

S/N	Service Division	Reserve Force Members Utilised		Total of Person-Days Utilised FY2016/17	Total Reserve Force Wages for FY2016/17
		Admin Duties	Total Number of Reserves Utilised		
	a	b	c	d	e
1	DFSC	08	08	2 103	R1 984 069.35
	TOTAL	08	08	2 103	R1 984 069.35

PART E

FINANCIAL INFORMATION

1. DEFENCE FORCE SERVICE COMMISSION EXPENDITURE

Even though the DFSC forms part of the Defence Vote and is therefore included in the financial reporting done by the Sec Def and the CFO, the Commission remains accountable as to how and for what purposes funds are spent on.

The DFSC, being an Organ of State, reports to the MOD&MV. The DFSC scheduled weekly BCC meetings to ensure expenditure within the allocated budget complies with the Public Finance Management Act and other Finance Regulations. All expenditure and Financial Authorities were tabled and approved by the BCC prior to procurement and acquisition processes. In extreme situations, expenditure and financial authorities were approved outside the meetings, but condoned at the next BCC meetings.

The DFSC held 20 quorated and minuted BCC meetings over the reporting period that ensured effective management and control of the allocated budget and financial delegations.

The DFSC was allocated a total budget vote of R12 550 859 for the period under review. This insufficient allocated vote of R8 690 028 for Item 10 HR Budget, and R3 860 831 for the Operational Budget within Items 15 to 60 necessitates the Commission to motivate for additional funding at the DPBEC in June 2016. The once-off amount of R750 000 was awarded towards the Operational Budget to fund the Civil Military Relation Conference hosted by the DFSC in October 2016, which increased the Budget Vote to R13 300 859.

The DFSC was able to spend 94.57% of its allocated HR budget during the period under review. The deviation was a result of the delayed DOD staffing processes of members in funded vacant posts due to vetting by Defence Intelligence and SAQA processes. The funds of these vacant funded posts were utilised to call up eight Reserve Force members throughout the year to assist in critical vacancies such as research, drivers and special projects. An amount of R1 984 069.35 was spent on the remuneration of these Reserve Force members.

DFSC spent 94.41% of its operational budget and reached an overall expenditure of 94.51% of its total budget.

The total expenditure and budget status of the DFSC at the end of FY2016/17 is reflected in table 21.

Table 21: Defence Force Service Commission: Budget Status as on 31 March 2017: FY2016/17

Item	Vote	Current Allocation	Paid	Available	Financial Authority Amount	Remarks
a	b	c	d	e	f	g
Item 10	R8 690 028	R8 690 028	R8 217 931	R472 097	-	94.57% Utilised.
Item 15	R1 961 257	R3 364 557	R3 206 197	R34 396	R2 468 061	95.29% Utilised.
Item 20	R471 071	R206 969	R187 962	R540	R187 961	90.81% Utilised.
Item 25	R631 232	R109 903	R85 389	R2 001	R85 389	77.69% Utilised.
Item 35	R723 891	R486 200	R459 590	R1 995	R459 589	94.53% Utilised.
Item 40	R0	R0	-	-	-	0% Utilised. Funding and expenditure will only be effected on resignation of a staffed DFSC member.

Item	Vote	Current Allocation	Paid	Available	Financial Authority Amount	Remarks
a	b	c	d	e	f	g
Item 60	R72 000	R441 822	R418 387	R485	R418 387	94.7% Utilised. The DFSC is still awaiting the delivery of a TV.
Item 90	R1 380	R1 380	R4 413	R5 793	R0	0% Utilised. ¹
TOTAL	R12 550 859	R13 300 859	R12 460 199	R619 870	R2 417 304	94.51% Overall Expenditure. The target for the DFSC budget expenditure was 95%.

2. EXPLANATORY REMARKS RELATING TO UNDER-EXPENDITURE

The DFSC submitted FAs on time for the procurement of goods and services, but payments were delayed due to protracted procurement and payment processes, which resulted in under-expenditure.

The DFSC could not honour financial commitments to the amount of R169 441 before the end of the financial year. These commitments could not be paid within the prescribed period for which financial authority was granted.

During 2014 with the compilation of the DFSC Annual Performance Plan FY2016/17, the DFSC envisaged a fully staffed Secretariat compliment. The structure of the DFSC Secretariat was not fully staffed during the period under review and the requirement to utilise Reserve Force members in critical support functions became evident. No budget was allocated on Item 10 HR Reserve Force Wages. An amount of R2 034 650 of the allocated budget was reallocated within Item 10 by means of a Change to Plan. A total amount of R1 984 069.35 was utilised for the remuneration of Reserve Force members. An additional amount of R20 821 was also paid towards service bonuses for the Reserve Force members. The implication is that the DFSC paid 97.51% of the reallocated budget towards the remuneration of the Reserve Force members. One member cleared out a month before his official continuous call up period expired which resulted in the under spending of the 2.49% on Item 10 Reserve Force Wages.

The DPBEC approved a once-off additional funding to the amount of R750 000 (Item 15) towards hosting a Civil Military off additional funding to the amount of R750 000 (Item 15) towards hosting a Civil Military Relations Conference in October 2016.

3. VIREMENTS / ROLL OVERS

None.

4. UNAUTHORISED, FRUITLESS AND WASTEFUL EXPENDITURE

The DFSC has no record of unauthorised, fruitless and or wasteful expenditure reported for FY2016/17.

5. 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.

¹ Item 90 is revenue generated and increases on a monthly i.e. the members making of duty busses.

6. ACKNOWLEDGEMENT/S OR APPRECIATIONS

The DFSC would like to convey its sincere appreciation to the Surgeon-General (SG), Lt Gen A.P. Sedibe for accommodating the DFSC within the SAMHS HQ Buildings, Kasteel Park, and Chief of SA Navy, Rear Admiral M.S. Hlongwane, who allocated a building to be utilised as a Satellite Office for DFSC at SAS Wingfield. A further word of thanks to the OC SAS Wingfield, Capt Krieger, for agreeing to host the DFSC at SAS Wingfield.

The DFSC would also like to thank the C SANDF, General S.Z. Shoke, the Arms of Services, Divisions and Defence Head Quarters Unit for availing personnel on detached duty to augment the HR structure inadequacies within the DFSC at no additional cost to the Commission.

The Commission would like to acknowledge Maj Gen M.J. Ledwaba, GOC Defence Works Formation, Col M.M. Mfeketo, and the Regional Works Unit Western Cape for renovations on an old building at Wingfield Navy Base, at no cost to the DFSC, which will serve as a DFSC satellite office.

Heartfelt thanks is conveyed to the Commandant of the South African National War College, Brig S.S. Gen Nombewu and his team, and Ms Adele Hall, Vice President and Head of Transformation SAAB Grintek Defence and her team, for their contributions during the planning of the CMR Conference. Special thanks to all Commissioners, members of the Secretariat and DOD members who assisted with the arrangements and preparations for the Conference.

The Commission appreciates the executive direction and support it continues to receive from the Honourable MOD&MV, Ms N.N. Mapisa-Nqakula.

The Commission further expresses its gratitude for the continued hard-work and dedication demonstrated by members of the DFSC Secretariat, who steadfastly advanced the mandate of the Commission amidst the challenges of inadequate resources.

Gratitude and appreciation are extended to the sponsors and donors who assisted the DFSC, with specific mention to Mr Trevor Raman, President and Chairperson of SAAB Grintek Limited, Mr K Abdulla, Group CEO of AEEI, and Sierra Burgers Park Hotel

Finally, a very big thank you to Dr Lirette Louw, Legal Advisor, and other staff members in the Office of the MOD&MV for their support to the DFSC.

7. APPROVAL AND SIGN OFF

CONFIRMATION OF CORRECTNESS OF FINANCIAL REPORT REFLECTED IN THE ANNUAL REPORT FY2016/17

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

All information and amounts disclosed in the DFSC Annual Activity Report FY2016/17 is consistent with the annual DOD financial statements.

Yours faithfully

Confirmation by the Budget Manager

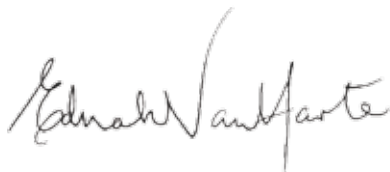


(C. DE BRUIN)

BUDGET MANAGER DEFENCE FORCE SERVICE COMMISSION: SENIOR STATE ACCOUNTANT

DATE: 30 MAY 2017

Confirmation by the Budget Holder



(E.L. VAN HARTE)

BUDGET HOLDER DEFENCE FORCE SERVICE COMMISSION: PROFESSOR

DATE: 30 MAY 2017

PART F

CONCLUSION

With this submission of the DFSC Annual Activity Report for FY2016/17, the DFSC wishes to express its sincere appreciation to the Honourable MOD&MV for the opportunity to be able to serve the members in uniform to the best of its collective ability.



Current Commissioners appointed to the Defence Force Service Commission

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ANNEXURE 1

INTERIM REPORT ON CONSULTATIVE VISITS TO SOME MILITARY UNITS/BASES IN THE EASTERN CAPE CONDUCTED FROM 22-25 AUGUST 2016

1. The Defence Force Service Commission (DFSC) undertook a consultative visit to the following units in the Eastern Cape over a period 22-25 August 2016:
 - a. Naval Station: PE on 22 August 2016
 - b. Army Support Base: PE on 23 August 2016
 - c. Area Military Health Unit on 24 August 2016
 - d. Prince Alfred Guard on 24 August 2016
 - e. Air Force Station on 25 August 2016
2. The Commission interacted with members of the SANDF across all rank groups in the respective units, except for the Air Force Station. Members raised issues of concern during the interaction sessions. Although the Commission noted some of these concerns raised by members, it continued to correct false perceptions levelled against the SANDF leadership, and impress upon them to respect Command and Control, which is an integral part of the military culture. Therefore the issues presented as findings are viewed by the Commission as having merit.

FINDINGS WITH SOLDIER'S COMPLAINTS, CONCERNS AND FRUSTRATIONS

3. Some of the issues that were raised by the members in the above mentioned units are common across thirty one (31) units already visited by the Commission. The following are some of the common findings that continue to be raised, but the list is not conclusive. However, the Commission is concerned about the issues raised and it therefore decided to issue this interim report:
 - a. **Transfer and Promotions.** Most members are not opposed to transfers and understand that they cannot be area-bound, however they are concerned that the manner in which the process of transfers within the SANDF occurs, does not take into consideration the socio-economic circumstances of the members, in relation to the well-being of the their families. The members are not informed ahead of time about their transfers, in order to give them opportunity to plan properly for the relocation of the family, which includes securing schools for their children. Members mentioned that they are often transferred without properly arranged and secured military accommodation to the area where they will be stationed, and are left to rent accommodation that put more economic strain in the member's budget. Prospects of transfers are not communicated ahead of time, and impacts negatively on the possibility of getting formal employment for spouses when transferred. The Commission was informed that some members could not handle the socio-economic strain of transfers, which often result in members experiencing instability within their families, and divorce, not seeing the children grow up, and even resorting to substance abuse as a way of dealing with stress.

"If I do not accept to be transferred due to family or financial reasons, I am labelled as non-transferable', meaning that I will never be transferred even if there is a vacant post in the unit."

- b. **Promotions.** Members raised concerns regarding the criteria used to identify members that are eligible and qualified for promotion to higher ranks. There are members that are course qualified but could not be promoted due to lack of promotional ranks, and remain stagnated in their current posts and ranks for more than ten (10) years, without the prospects of promotion. There are perceived discriminatory practices raised by the members in identifying members that are eligible for promotion, and/or nominated to attend military courses that will make them eligible for promotion. Sometimes members are recommended for promotion to higher ranks on condition that the member relocates from one province to another, where the vacancy exists. It often happens that the approved member is unable to relocate due to age and or socio-economic factors. The latter-mentioned factors results in members not accepting the post citing reasons of being area-bound due to latter-mentioned reasons, which are then held against the member by their career managers.

“I am 37 years as a Private in the Defence Force so what pension will I retire with.” This has resulted in some members to reach the ceiling and don’t qualify for 2% salary pay progression.

- c. **Accommodation.** The shortage of quality, as well as the dilapidating state of military accommodation in most of the units is not conducive for human occupation. At some units toilets are broken and dysfunctional and cannot be properly flushed, posing a serious health risk to the occupants.

For instance, the Commission witnessed at some units open plans without doors to demarcate the sleeping area from the bathroom and toilet area. Most members in the lower ranks are exposed to these conditions, and they are frustrated by the fact that they do not have the economic means to afford and secure alternative accommodation, especially those who were transferred to other units far away from their families.

The predicament faced by these members when trying to acquire alternative accommodation, is when they are told by government and financial institutions that they earn too much to qualify for an RDP house and /or earn too little to qualify for a mortgage bond. The Commission is concerned that the standard and quality of accommodation that is not conducive for human occupation, poses safety and health hazards/risks.

- d. **Musketry (Shooting Exercises).** The Commission is extremely concerned that many members of the SANDF do not attend shooting exercises as regularly as they are supposed to. Most members in the visited units have expressed concern that they last went on a shooting exercise two to three years ago. The Commission is concerned about the calibre and the quality of the soldier that the SANDF would like to develop, if not exposed to regular shooting exercises. DFSC is of the opinion that inability of the SANDF to ensure that soldiers have regularly shooting practice, defeats the principle of always being combat ready. It is of serious concern that guards are sometimes not armed as this expose the member to potential harm and is an increased security threat.
- e. **Medical Facilities and Supply.** There is lack of medical facilities (sick bays) within some of the units or at close proximity to the units. Members are expected to travel from Port Elizabeth to either 2 Mil in the Western Cape or to the extreme to 1 Mil in Pretoria for medical attention. Some sick bays within the units do not have adequate medical supplies, and that exacerbates unhealthy status of the members. Provision of health care should be primary in the SANDF to ensure healthy and fit soldiers. The Commission is concerned that members are often required to utilise public transport at their own cost to access these medical facilities. The Commission is further concerned with the continued utilisation of student doctors, who are not trained and competent enough to do proper diagnoses, or conduct comprehensive health assessments for members going on deployment.

“I had to transport my wife from PE to 2Mil Hospital just to get an injection on her arm at a cost of R5 000, because there was no qualified and competent medical doctor to administer the medical procedure in PE.”

- f. **Transport (Duty Busses).** There is a growing concern across the units with regard to the lack and/or inadequacy of duty busses. Some of the units have vehicles with 90% of the fleet either beyond economic repair and /or unserviceable. Members of the units are often required to use their private vehicles to report for duty on a daily basis, with the dim prospects of being reimbursed due to insufficient budget. In some instances, vehicles from one unit are expected to service other units/bases within close proximity, e.g. ASB PE servicing Naval Station PE. It is incumbent of the SANDF leadership to ensure that soldiers are provided with reliable military transportation, without the option of using public transport while on duty.
- g. **Military Skills Development System (MSDS).** Members are concerned that the MSDS system that was introduced as a system to create employment and alleviate poverty, is not living up to its expectations. MSDS members are concerned that they are not given opportunity for further Education and Training, or that they are exposed to training opportunities that are not accredited. Unaccredited courses would not be recognized outside the DOD and that has adverse effect to the opportunities that the member should have been exposed to, if not taken in after two years into the Core Service System. The Commission is aware that not all MSDS can be given opportunities to attend courses that are accredited, so that they can still use the acquired knowledge and skills outside the DOD.
- h. **Integration.** Members have expressed concern that there is no alleged integration within the SANDF. It is perceived that the criteria to promote members to higher ranks is not based on the required skills and competencies, but influenced by the former force that one belonged to prior to integration. The latter further affects the manner in which members are nominated to attend promotional military courses. The members are concerned that the discriminatory practices are exacerbated by the current Force Number System that categorises members according to former force. The Commission is concerned that the placements and promotions within the SANDF that are not based on skills and competencies but on former force, contributes to low morale and ill-discipline within the SANDF.

“It is 22 years after democracy. We do not need this in our force anymore.”

- i. **Reserve Force Members.** Members are concerned that the ‘One Force Concept’ to ensure that there is parity in terms of some conditions of service for both Reserve and Regular force members has not been implemented. Members raised concerns that they are not treated fairly as Reserve Force members, and are often victimised and penalised for seeking opportunities elsewhere to improve and enhance their skills, even when that opportunity will improve their employment conditions of becoming a Regular Force member.
- j. **Implementation of the Defence Review.** The Commission was apprised by concerns raised by members of the SANDF regarding the implementation of the Defence Review 2015. The members believe that the Defence Review is the solution and an answer to address the decaying state and posture of the Defence Force. They cited that if funded properly and milestones are fairly and honestly implemented, it will address the ‘Aging Defence Force’ through proper rejuvenation strategy and proper succession planning.
- k. **External Deployments.** Members deployed on external missions are concerned with the lack of an effective support structure to families of deployed members, be it the social work services or chaplaincy services. Some of the members that have been deployed and eligible to utilise their 10 days deployment leave, are often not supported by their respective Commanders in terms of logistical and travelling arrangements. They are often left to make their own travelling arrangements to visit his/her family back home or a spouse visiting the member, at their own cost.

- l. **Structure.** Most of the SANDF Units are gravely understaffed, and the looming budget cuts will worsen the already dire situation. The latter affect the promotion and mobility prospects of the member adversely and found themselves stuck in one rank from ten (10) to twenty (20) years, due to unfunded vacancies that cannot be staffed. The Commission is concerned with the extra ordinary amount of stress on members having to cope with the workload of 2-3 people.

“Members are now required to do work of three (3) or four (4) people. Sooner or later we cannot continue in this manner.”

- m. **Warrant Officers (WO) Dispensation.** Members raised concerns that the current dispensation of the WOs is not satisfactory. Most of the WOs are not remunerated according to the assigned rank, for example a one star WO remunerated equally to a two star WO, although the duties and responsibilities are differentiated according to rank. The role of the WOs continues to be eroded and their duty to enforce discipline within the SANDF in general and the units in particular is not recognised. The members require that the current WO dispensation be reviewed, and they must be given an opportunity to partake in the review process. The WOs are the custodians of disciplines within the SANDF, and it is evident to the Commission that their role is one of the missing links of enforcing discipline in the SANDF.

“When we raised our concerns, we were accused of being arrogant soldiers.”

COMMISSION’S OBSERVATIONS

4. The following observation, to name but a few, were made by the Commission:
 - a. Low morale of the soldiers due to unsatisfactory service conditions.
 - b. Breakdown of discipline within the SANDF.
 - c. Lack of response from Senior Commanders and Sec Def. to address the decline due to various factors e.g. Department of Public Works neglect to deal with milestone 1 of the Defence Review.
 - d. Delays in implementation of the Defence Review 2015.
 - e. Negative effects of the budget cuts.
 - f. Dilapidated facilities
 - g. Unsuitable levels of structure within units.

CONCLUSION

5. This report serves as an interim Report to highlight some of the common challenges with regard to member’s conditions of service, which would require immediate intervention for improvement. Although a detailed report with recommendations will still be submitted to the Minister of Defence and Military Veterans (MOD&MV), the Commission kindly requests an audience with the MOD&MV and the Military Command Council (MCC) to further discuss this interim report.

ANNEXURE 2

DFSC BULLETIN 10/2016, 09 MAY 2016: DFSC PLEDGES SUPPORT TO ALL DEPLOYED SOLDIERS OF THE SANDF



Bulletin

Department of Defence



09 May 2016: 10/2016

DFSC PLEDGES SUPPORT TO ALL DEPLOYED SOLDIERS OF THE SANDF

The Chairperson of the Defence Force Service Commission (DFSC), Deputy Chairperson, Commissioners and members of the DFSC Secretariat send you our best wishes during your deployment period abroad and want you to know that you are regularly in our thoughts.

The permanent DFSC was officially appointed on 10 October 2013 to make certain recommendations to the Honourable Minister of Defence and Military Veterans on Conditions of Service, Remuneration and Benefits of the members of the South African National Defence Force (SANDF).

The DFSC is in the process of visiting various units and bases within the SANDF and following on the reports made from the respective visits, certain recommendations are

made to the Honourable Minister on behalf of the SANDF soldiers. Some of you may have been at a unit that the DFSC has visited in the past.

The DFSC has your best interests at heart and will endeavour to continue looking at the improvement of service conditions and service benefits for you. The main message, as mentioned in the first paragraph, is to let you know that although you are deployed in different countries in Africa, mainly working in conjunction with the United Nations (UN) and the African Union (AU), and though we don't know you personally, we commend you all for your on-going commitment and professionalism to make a difference in supporting international groups in peacekeeping exercises. Your efforts and sacrifices are commendable and as the Commission we would

like to convey our sincere thanks and appreciation to everyone involved with these deployments. The Commission through its mandate feels that we join the majority of the SANDF soldiers and Defence Force personnel when we wish you well.

The respective tasks which you are executing are unique and you have been chosen to fulfill a highly skilled job for which you may even lose your life. In having given this more thought, we at DFSC are aware that you are making an incredible sacrifice to be deployed, because you are away from your loved ones, you may be missing important occasions and dates, you may be worried about your children's well-being, especially as a deployed mother or father and you may feel homesick from time to time, which is natural. No allowance can ever make up for those

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Bulletin

Department of Defence



life experiences you have endured while on deployment, even though it may help you economically. Although you are soldiers, we have empathy for what you are going through and can only hope that you are inspired by the knowledge that you are fulfilling a vital role in assisting with the protection of other nations. You make a difference in their lives; while at the same time contribute to the strengthening of relations between South Africa, the SANDF and the respective countries with which you are involved.

Should you by any chance be experiencing problems at home, you are encouraged to make contact with your home

unit in order to speak to your Officer Commanding, Social Worker or the Chaplain to request of them the necessary support you may require while you are away.

On a different note, we are indeed saddened whenever we hear of loss of life or injury to our soldiers on deployment. We share with you the grief especially on this latest loss of life and casualties that occurred in Sudan. As the DFSC we offer our condolences to all of you and the family and friends of the fallen soldier and wish all the injured a speedy recovery. We are happy to know that our soldiers are being withdrawn from Sudan, even though it

meant that we have to cancel our visit to you.

We would like to encourage you to keep up the good work you are doing wherever you may be and to ensure that you maintain the standards set for yourselves and that you will keep the South African flag flying high. Make the most of this experience you have been granted and look after yourselves. Take every precaution as far as health and safety are concerned and return safely to your loved ones and work colleagues. Most of all continue to be the best ambassadors you can be on behalf of the Republic of South Africa and the Department of Defence, especially the SANDF.

Enquiries: Professor E.L. van Harte (Chairperson: DFSC) 012 367 9334/5

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ANNEXURE 3

ARTICLE FROM THE RESERVE FORCE VOLUNTEER MAGAZINE, WINTER 2016 EDITION: UPDATES FROM THE DEFENCE FORCE SERVICE COMMISSION

Updates from the Defence Service Commission

Article by: Ms R.D. Khashane, Defence Reserves Division
Photographs by: Sgt N.D. Malatji, Defence Reserves Division

It seems like yesterday when The Defence Reserves Volunteer Magazine team visited the Defence Service Commission to ascertain what they were all about, why they exist and to determine the Commission's level of commitment to and action plan as far as the Reserves are concerned. On 23 May 2016, the Reserve Force Volunteer Magazine team once again visited the commission and after a gap of nineteen months, we touched base with Commission's affable chairperson, Professor Edna Lorraine van Harte.

It's been almost three years since the Defence Service Commission was inaugurated and its contribution towards the welfare of men and women in uniform has been important.

"The commission has been in existence for three years now and can no longer claim to be new and still finding its feet. If I reflect upon that, I think over the last two years we have developed deeper insight and we are now more aware of real challenges faced by the South African National Defence Force Reserve Force members", said Professor van Harte.

At the end of last year, the commission invited the Reserve Force Council to present their mandate and later on in



Delighted Prof van Harte with seven Reserve Force Members working in her Division.

First Row L to R: Ms R.D. Khashane, Editor of the Reserve Force Volunteer Magazine; Lt Col D.D. Muthimkulu; Prof E.L. van Harte, Chairperson DFSC; Lt Col L. Du Plessis, Personal Staff Officer to Prof van Harte.

Back Row L to R: Rln T. Tjeba, Driver; OO B.A. Pital, Researcher; Maj L.T. Muryal, Planning and Budgeting; Sgt L.S. Mabusela, Registry and Pte D.T. Radaba, Driver.

March this year invited Chief Defence Reserves, Maj Gen Roy Andersen, to come and present the mandate, roles, plans and challenges that Division is faced with.

As she reflects on the presentation by Chief Defence Reserves, the Reserve Force has 22 953 members and out of that figure, over the last two years around 15 971 Reserves have been called up per year and approximately 7 000 Reserves have not received a call up. It is almost a third of Reserves currently in the system.

The SANDF needs to foster systems like the ones Prof saw during her bench mark visits in Zimbabwe and Namibia. In the Zimbabwe Defence Force they have a system in place; when the soldiers exit the force they are absorbed into other government sectors as in the Namibian Defence Force there's a company called August 26 which they send their soldiers to for employment. In the SANDF, soldiers disappear like they never existed when they exit the force.



Asked about the consultative visits, Prof said they are continuing. The Commission is receiving more allegations arising from different Services and Divisions and because of these allegations the Commission is being triggered to go out and work. Prof urged the members to bear in mind that the Commission focuses particularly on submissions which are brought by a collective. She pleaded with the members not to submit the grievances anonymously as it makes them difficult to investigate. Members must be willing to testify and stand for their rights.

The following are the most common challenges that the Reserve Force members are faced with and where the Commission is currently making preliminary recommendations to name but a few:

- The call-ups are still a big challenge – too few.
- Learning opportunities.
- Military leave.
- Discipline.
- Group Life Benefits.
- Lack of representation by other ethnic groups (i.e. Whites).
- Corruption in call ups.
- Racism.
- Transport - Duty bus and Movement Flexibility.
- Cultural Issues.
- Medical Benefits and Leave.
- Leave (Maternity and Deployment).
- Occupational Safety.
- Uniform availability and sizes

– having unsuitable uniform contributes to the loss of identity in members and impacts on military discipline. Uniforms must match combat readiness and deployment areas' environment.

- Accommodation and living conditions – e.g. Buildings constructed with asbestos.

"What the Services and Defence Reserves need to bring to their consciousness is that they are dealing with a new constituency of Reserves. Unlike in the past, the majority of the Reserves are not necessarily employed. If we look at the statistics, at the top levels very few blacks are employed in civilian life. Most of the Defence Reserve members are breadwinners and remain unemployed when they are not on call-up. Do our policies reflect that shift?" she continued.

The chairwoman reckons from an SANDF point of view, people argue about the budget. The budget cuts are a reality but the budget does not give military personnel an excuse not to be critical when executing duties. The chairperson believes that things will be improved since the Minister of Defence and Military Veterans has initiated the development of a funding model for the Defence Force, as she stated during her 2016 budget vote speech.

Prof said she was enchanted during Chief Defence Reserve's visit, to learn that the Reserve Force have The Defence Provincial Liaison Councils (DPLCs) which were established and

constituted by the Defence Reserves Provincial Offices (DRPOs) in terms of Section 47 (1) of the Defence Act. This Constitution regulates the functions and activities of the DPLCs in order to first, promote and maintain support for Reserve Force members, units and formations of the South African National Defence Force (SANDF) with employers, organised labour and the broader public in the respective provinces. It also assists Chief Human Resources (CHR) (DHR Separation and D HR Educational Training and Development) in identifying skills development and job placement opportunities for trained Reserve Force members. She believes that initiatives such as this should be encompassed within the National Government's imperative of alleviating poverty. The Commission pledges to support such initiatives to better the lives of Reserves. The SANDF Education Trust is also a noble initiative to support the dependents of deceased and injured Reserve Force members.

The Commission is proud to contribute in support of the Reserves. The Commission has called-up seven Reserve Force members on a continuous basis. Prof added that these members play a vital role in the division. She conveyed her gratitude towards the good work that they are doing serving under the Commission and will continue to utilise them as she believes the Commission is contributing towards positivity by affording them work opportunities.





Maj Gen Roy Andersen & Reserve Force team with Prof Van Harte with the Defence Service Commission team.

Way forward,

- The Commission is planning to visit all Reserve Force bases and units. Inputs by Defence Reserves Division and the Reserve Force Council are going to be interrogated and worked on and the commission will make recommendations.
- The Commission will raise its voice for the Reserves at higher levels.
- The Commission continues to create posts and utilise Reserve Force Members where possible.
- The Commission will continue to support and attend the Reserve Force activities and initiatives such as Tattoos, Military Skills Competitions etc.

- Continue with bench-marking and recommendations.
- Follow up on the accomplishment of the Reserves that contribute to military culture e.g. Military Skills Competitions.
- The Commission is planning a Civil Military Relations Conference backed by the Reserve Force Council and the DPLCs which will be revisiting the decisions which were made when South Africa obtained democracy and the Forces integrated. The aim of this conference is to revisit these decisions and see if they are still relevant after 22 years in democracy and the impact that they have on conditions of service

of the SANDF and members like Reserves in particularly.

Evidently, a lot has changed since our last interview with the chairperson. The challenges are now clearer and the Commission continues in trying to find solutions to various issues affecting Reserves. Soon the Reserve Force members will start to benefit from the dedication of the Commission.

"We are mindful of the Reserves and it is work in progress", said the Defence Service Commission Chairperson Professor Edna Lorraine van Harte as we concluded the interview. 🍀



ANNEXURE 4

PROFILES OF THE INAUGURATED COMMISSIONERS WITHIN THE DEFENCE FORCE SERVICE COMMISSION FY2016/17

1. PROFESSOR E.L. VAN HARTE: CHAIRPERSON

Professor Van Harte 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 became 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. 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 few years in the USA as a Psychologist at Pace University, New York. She was asked by Pace University to establish a Multicultural Centre and upon its establishment was appointed as its first Director. Upon her return in 1999 to South Africa she later 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 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 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.

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 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 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 part-time Commissioner in the first permanent DFSC.

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 was 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". He holds badge number 88 of the South African Special Forces Brigade, for services rendered after 1994. He is author of *Electricity, Industry and Class in South Africa*, (Macmillan/St Antony's, London, 1984), hardback, 241pp; (State University of New York Press, New York, 1984, softback). 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. In February 2016, at the invitation of the Government of India, he addressed a paper, on the future of the Indian Ocean, to the Visakhapatnam International Maritime Conference, when the audience included some thirty Chiefs of the Navies of the world. He was a United Nations Official Visitor to the MONUSCO Force Intervention Brigade in the Democratic Republic of Congo in November 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.

Professor Makgoba was appointed by the Minister of Health, Minister (Dr) Aaron Motsoaledi as South Africa’s first Health Ombud on 01 June during 2016. As the public protector of health, Prof Makgoba will investigate and dispose of the complaints laid by patients and the public in general against health establishments and health workers.

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 (neé 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. MVELASE: COMMISSIONER

Ms Mvelase 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 the height of National Party Apartheid rule. With a deep seated moral conscience to further the cause of a just African society -- and at great cost of community ostracisation -- he became part of a small group of white South Africans who publicly opposed Apartheid. Mr Robertson joined the ANC underground in the early 1970's to fight for the country's liberation. Hounded by the apartheid state, he had to leave the country weeks before completing his BA at Wits and lived in exile for more than nine years. While in exile he continued serving the liberation movement in a variety of roles. His work took him to many countries around the world where he learnt about different systems of governance. He joined Umkhonto We Sizwe in 1985 and underwent various military and intelligence training courses both in Angola and the Soviet Union. Mr Robertson was part of an MK unit that entered the country in 1987. Eventually he was arrested by the Apartheid police and sentenced to a twenty year jail term for his involvement in the liberation struggle.

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

After the 1994 elections Mr Robertson was nominated by the ANC government to serve on the strategic management team assisting in establishing civilian oversight of the SAPS. He worked for the Gauteng Department of Community Safety since 1996 until his recent retirement in March 2017. As a Director in the department he has worked in different capacities including Head of Policy and later as Head of Inter-Governmental Relations. In 2013, he was inaugurated as a Commissioner in the first permanent Defence Force Service Commission (DFSC).

ANNEXURE 5

SPECIFIC 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.

ANNEXURE 6

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

1. RELATIONSHIP WITH THE LEGISLATURE AND THE EXECUTIVE

An employee –

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

Contact Details Of The Defence Force Service Commission

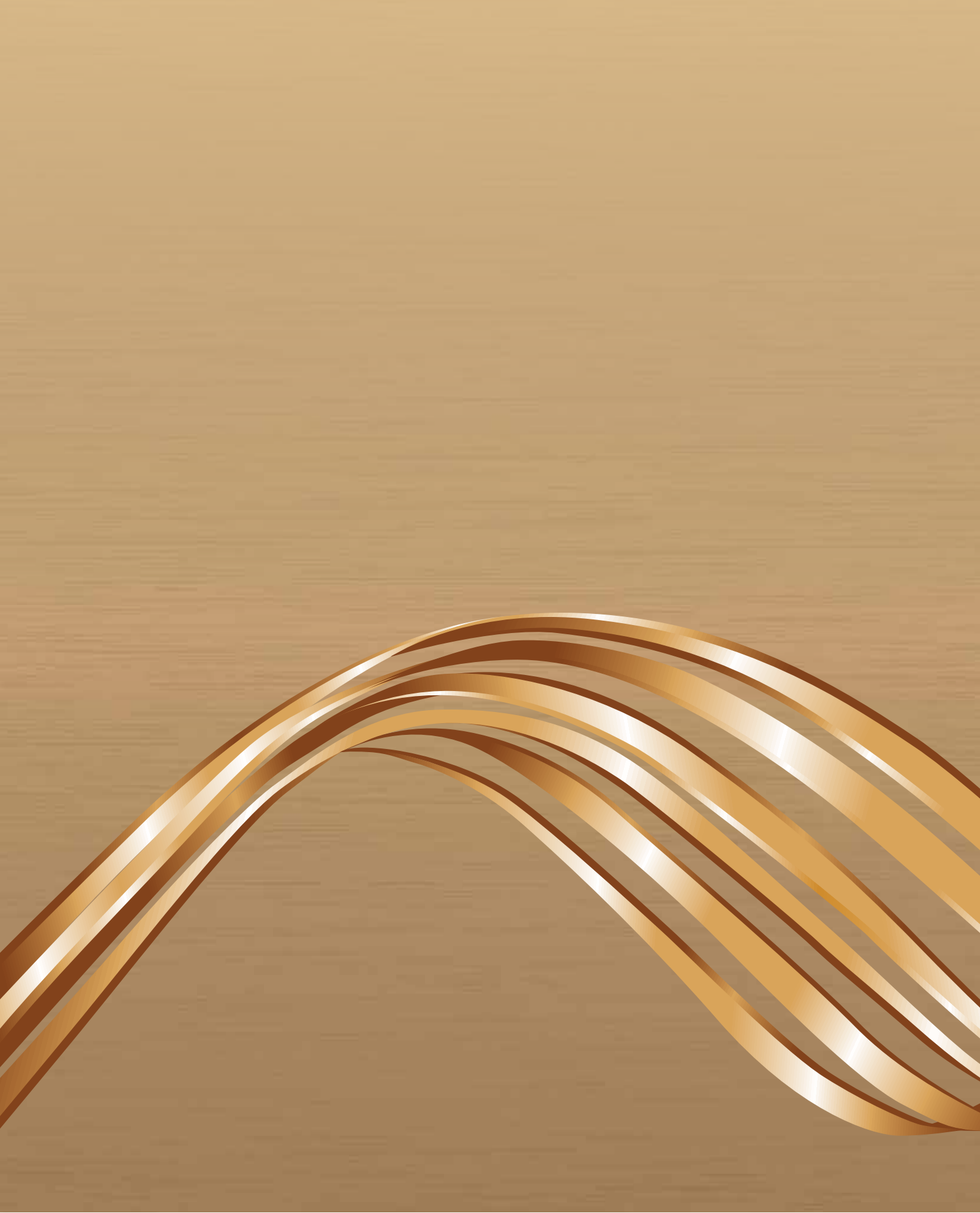
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