



Independent & Impartial

**OFFICE OF THE MILITARY OMBUD
ANNUAL PERFORMANCE PLAN FOR
2024/25**

Date of tabling: ____ MARCH 2024



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

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GLOSSARY

List of abbreviations used in the Office of the Military Ombud Annual Performance Plan:

A	
AAR	Annual Activity Report
AOMA	African Ombudsman and Mediators Association
AOP	Annual Operational Plan
APP	Annual Performance Plan
C	
CoE	Compensation of Employees
C SANDF	Chief of the South African National Defence Force
D	
DOD	Department of Defence
DPME	Department of Planning, Monitoring and Evaluation
E	
EA	Executive Authority
EXCO	Executive Committee
F	
Fin	Finance
FSRM	Facilities, Security and Risk Management
FY	Financial Year
G	
GBV	Gender Based Violence
GCIS	Government Communication and Information System
GRC	Governance, Risk and Compliance
GTAC	Government Technical Advisory Committee
H	
HR	Human Resources
I	
ICT	Information and Communication Technology
IOI	International Ombudsman Institute
IT	Information Technology
L	
Log	Logistics

M

MANCO	Management Committee
MMS	Middle Management System
MOD&MV	Minister of Defence and Military Veterans
MRI	Master Record Index
MP	Member of Parliament
MTEF	Medium Term Expenditure Framework
MTSF	Medium Term Strategic Framework

N

NDP	National Development Plan, Vision 2030
NGP	New Growth Path
NPM	National Preventative Mechanism

O

OPCAT	Optional Protocol to the Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment
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P

PAJA	Promotion of Administrative Justice Act
PFMA	Public Finance Management Act
PIMS	Performance Information Management System
PMDS	Performance Management Development System
PSP	Policy, Strategy and Planning

R

RBM	Results-Based Model
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S

SANDF	South African National Defence Force
SASSETA	Safety and Security Sector Education and Training Authority
SMS	Senior Management Service
SONA	State of the Nation Address
SP	Strategic Plan

FOREWORD BY THE MINISTER OF DEFENCE AND MILITARY VETERANS, THE HONOURABLE MS T.R. MODISE, MP



It gives me great pleasure to present the Annual Performance Plan of the Office of the South African Military Ombud for the Financial Year 2024/25. The Annual Performance Plan aims to ensure that the Office fulfils its mandate and obligations to serving and former members of the South African National Defence Force and members of the public.

South Africa is a constitutional democracy that is founded on the rule of law and comprehensive basic human rights. Without exception, the Office of the Military Ombud, hereafter referred to as “the Office”, exemplifies the values enshrined in the statutory Military Ombud Act 4 of 2012 in particular, and our national Constitution in general. The Office is mandated to receive and resolve complaints from both serving and former members of the South African National Defence Force regarding their conditions of service and from members of the public against the official conduct of members of the South African National Defence Force. As such, the Office exercises oversight over the South African National Defence Force to safeguard conditions of service and basic human rights.

The operational workings of the Office, including its complaints resolution rate, are aligned with the national imperative of government and positively and proudly address the National Development Plan “*Vision 2030*”. In particular, the activities of the Office address National Development Plan chapter 12: “*Building Safer Communities*” and National Development Plan chapter 13: “*Building a capable and developmental State*” to ensure a better fit between responsibility and capacity in those it oversees and monitors.

Weak and dysfunctional security and justice institutions perpetuate conflict, injustice, and human rights violations that affect the entire population especially the marginalised. Thus, it is without doubt that democratically constituted states should always strive to integrate their armed forces into broader society and to ensure effective oversight of how those forces use their capabilities. In this regard, effectively exercising oversight and scrutiny is a consistent imperative.

The Office is tasked with receiving complaints either directly from complainants or through referrals from various stakeholders. In highlighting shortcomings and urging improvements in the South African National Defence Force, the Office continually ensures respect for the fundamental rights of the members of the defence force and harmonious relations with the members of the public. In addition, the enforcement of normative ethics and the improvement of the framework in which soldiers work enables them to perform their service with commitment and motivation.

Amid the evolving role of militaries worldwide, soldiers are being deployed nationally which creates more opportunities for interactions with members of the public. Given these shifts, the role of the Office in ensuring harmonious civil-military relations cannot be undermined. Consequently, the Office continues to drive its Public Outreach Programme. The Programme’s civil-military relations agenda sets out to create and foster a socially cohesive and safe South Africa through receiving and expeditiously resolving complaints leveraging

methods such as Alternative Dispute Resolution. These interventions continue to advance a democratic culture of participation and equality in the civil and military architecture.

It is by virtue of these activities that the Office plays a vital role in the development of effective, accountable, and transparent institutions by raising identified operational and policy deficiencies with the Department of Defence for resolution. This bolsters the creation of a strong, well governed, and balanced security sector.

Now in its fourteenth year of existence, the Office continues to be a mechanism for reform in line with democratic principles by meeting its annual targets. Through local and international benchmarking and collaboration, and the adoption of a modern form of leadership, the Office seeks to enhance its processes to ensure that all complaints are resolved fairly, impartially, and transparently. The Office uses its 'watchdog' powers to make proposals and recommendations that afford military units and agencies competent to deal with specific matters the opportunity to settle these themselves.

Given that these proposals are not always binding orders or instructions, effective relations between the Office and those it oversees are critical to influencing change. This context also contributes to cultivating a responsive, inclusive, and representative decision-making approach that provides the possibility and capacity to provide meaningful contributions to the governance of the security sector with equal access to justice for all.

Finally, the Office seeks to not only function as a force for redress and retrospective improvement, but to also act proactively by exerting influence through continuous monitoring, collaboration, and guidance.

This Annual Performance Plan highlights the duties and responsibilities of the Office of the South African Military Ombud, the basic rights of our armed forces and the public, and their protection.



**(HONOURABLE MS T.R. MODISE)
MINISTER OF DEFENCE AND MILITARY VETERANS, MP**

Date: 10 March 2024

STATEMENT BY THE MILITARY OMBUD, LIEUTENANT GENERAL (RETIRED) V.R. MASONDO



It is a great honour to present the Annual Performance Plan of the Office of the South African Military Ombud as the Head of the Institution. The Annual Performance Plan will guide the Office to achieve its set outcomes and outputs in the fiscal year 2024/25.

We continue to shape a fruitful Office and to maintain a brand that is synonymous with complainants' rights and effective complaints resolution.

The 2024/25 focus areas in support of the Revised Medium-Term Strategic Framework, Government Priorities, and the Minister of Defence and Military Veterans priorities remain as follows:

- Effective and efficient resolution of complaints.
- Implementation of the Integrated Communication Marketing Strategy and Plan.
- Institutionalisation of the Governance, Risk, and Compliance Framework.
- Securing adequate funding for the Compensation of Employees.
- Resource Management.

In pursuit of our statutory mandate, we are committed to the following:

- Identification and reporting on systemic issues arising from complaints.
- Providing strategic direction to ensure that the Office meets the predetermined expectations of Government.
- Improving the competence and effectiveness of our independence and impartiality in delivering our mandate.
- Continuing to promote the observance of the fundamental rights of members of the Defence and the public.
- Ensuring that complaints that fall outside our jurisdiction are referred to the relevant State Organ to strengthen the impact of our collective work in Ombudsmanship.

My Office is mandated to investigate complaints fairly and expeditiously without fear, favour, or prejudice. Finalising complaints on time gives confidence to those who approach the Office to seek guidance and help for matters concerning conditions of services as outlined in the Defence Act of 2002. To this end, there has been a marked improvement in the complaints' resolution turnaround times.


The efforts of the previous thirteen years show that great strides have been made in delivering our mandate. This is evident in the growth of the outreach programme, stakeholder engagements, and our participation in national events. As the office strives to continuously improve, we have conducted perception surveys during the engagements and analysed the responses for insights that can positively influence our ways of working. The community and stakeholder networks that we have built, through collaboration and engagement opportunities, have been essential in creating awareness of the Office mandate and brand.

Furthermore, with the intention of building and managing foreign relationships, the Office is a voting Member to the African Ombudsman and Mediators Association, International Ombudsman Institute and Geneva Centre for Security Sector Governance. Memberships to these Institutions affords the Office the opportunity to contribute to governance, human rights, and knowledge management. They also provide a forum for consistent sharing regarding best practices and alternative methods and also for robust dialogue and challenge.

We will continue to maintain and strengthen our relationship with the South African National Defence Force, so that there is smooth cooperation between our two imperative Institutions. It is imperative that we remain cognisant that the Office was created to provide an independent, impartial, and expeditious complaints resolution process for serving and former members of the South African National Defence Force and members of the public to ultimately promote good governance. Therefore, we should not be seen as the enemy of the South African National Defence Force or as an enabler of ill-discipline within its ranks. Our job is to make sure that the fundamental rights of soldiers are protected in service of an effective defence force.

I am steadfast that the Office has the strength to attain and sustain its objective of building an Institution that resolves complaints in a fair, economical, and expeditious manner.

In conclusion I would like to thank the Minister of Defence and Military Veterans for supporting the Office. I appreciate the Deputy Military Ombud, Management, and Staff Members as they have an immense task ahead at ensuring that the Office continues to deliver its commitment to assist complainants and continuously deliver consistently high-quality services.



**(LIEUTENANT GENERAL [RETIRED] V.R. MASONDO)
MILITARY OMBUD**

Date: 22 February 2024

Official Sign-off

It is hereby certified that the Office of the Military Ombud Annual Performance Plan for 2024/25 Medium-Term Expenditure Framework:

- Was developed by the Military Ombud Management team under the guidance of the Minister of Defence and Military Veterans, the honourable Ms T.R. Modise.
- Was prepared in-line with the current Office of the Military Ombud Strategic Plan (2020-2025), relevant policies, legislation and other mandates for which the Office of the Military Ombud is responsible.
- Accurately reflects the Impact, Outcomes and Outputs (performance indicators and targets) that the Office of the Military Ombud will endeavour to achieve, within the available resources for the 2024/25 Medium-Term Expenditure Framework.



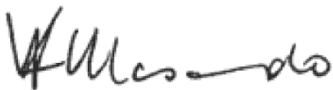
**(MR M.A. MAKHALEMELE)
CHIEF CORPORATE SUPPORT**

Date: 22 February 2024



**(ADVOCATE S.T.B. DAMANE-MKOSANA)
DEPUTY MILITARY OMBUD**

Date: 22 February 2024



**(LIEUTENANT GENERAL [RETIRED] V.R. MASONDO)
MILITARY OMBUD**

Date: 22 February 2024

Approved by:



**(MS T.R. MODISE)
MINISTER OF DEFENCE AND MILITARY VETERANS, MP**

Date: 10 March 2024

PART A: OFFICE OF THE MILITARY OMBUD MANDATE

VISION

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

MISSION

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

ORGANISATIONAL VALUES

The Office of the Military Ombud, hereafter “the Office”, has committed itself to organisational values that are rooted in individual values, code of conduct, organisational cohesion and synergy. For the period under review, in the execution of the mission and vision statement, the Office will pursue the following organisational values, as approved by the Military Ombud during the annual Strategic Planning session.

- Confidentiality. We ensure all information is treated with confidentiality.
- Accountability. We are responsible for our decisions and actions.
- Commitment. We are dedicated to achieving the objectives of the organisation.
- Impartiality. We aim for fairness by striking a balance between conflicting interest and rights.
- Professionalism. We aim to provide the highest quality service to all stakeholders.
- Integrity. We value ethical conduct and honesty.
- Courtesy. We continue to show politeness, attitude and behaviour towards stakeholders.
- Transparency. We strive to be open and strike the balance of fairness.

INDIVIDUAL VALUES

In support of the organisation values the following supporting values have been institutionalised within the Office:

- Responsibility. We individually take responsibility for our actions.
- Teamwork. We take joint responsibility through teamwork.
- Care and Respect. We foster diversity, value our people and treat each other with dignity and respect.

- Excellence. We strive for excellence in all we do.
- Results Driven. We go the extra mile to ensure that the solutions that are developed adhere to an enhanced organisational requirement.
- Behaviour. We behave in a manner that engenders respect from our clients.

CONSTITUTIONAL AND PRIMARY LEGISLATIVE MANDATES

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

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

The primary legislative mandate and International Agreements governing the Office is reflected in Table 1 below:

Table 1: Office of the Military Ombud Constitutional and Primary Legislative Mandates and International Agreements

Legislation	Responsibilities placed on the Office of the Military Ombud
The Constitution of the Republic of South Africa, 1996	<ul style="list-style-type: none"> • <u>Chapter 2. Section 7 to 39</u>. Bill of Rights. • <u>Chapter 3. Section 40 to 41</u>. Co-operative Government.
Military Ombud Act, 2012 (Act No 4 of 2012)	<ul style="list-style-type: none"> • <u>Section 6(1)</u>. The Ombud must investigate complaints lodged with the Office in accordance with this section. • <u>Section 6(4)</u>. The Ombud must investigate a complaint economically, fairly and expeditiously without fear, favour or prejudice. <ol style="list-style-type: none"> may resolve any dispute by means of mediation, conciliation or negotiations or in any other expedient manner. must promote the observance of the fundamental rights of the members of the Defence Force. • <u>Section 8</u>. If the Ombud upholds the complaint, the Ombud must recommend the appropriate relief for implementation to the Minister. • <u>Section 9(1)</u>. The Ombud must appoint staff to assist him or her in the performance of his or her functions in terms of this Act. • <u>Section 10(1)</u>. Expenditure in connection with the administration of the Office must be funded from the monies appropriated by Parliament for that purpose, as part of the budget vote of the Department. • <u>Section 11(1)</u>. The Ombud must, within 30 days after the end of each financial year, submit to the Minister an annual report on the activities of the Office during the previous financial year. • <u>Section 11(2)</u>. The Ombud must report to the Minister on the activities of the Office as and when requested to do so by the Minister.

Legislation	Responsibilities placed on the Office of the Military Ombud
	<ul style="list-style-type: none"> • <u>Section 11(3)</u>. The Minister must table the report contemplated in subsection (1). in Parliament within one month of receiving such report from the Ombud. • <u>Section 15</u>. The Minister must, after consultation with the Ombud, make regulations regarding- <ul style="list-style-type: none"> (a) the procedure for lodging a complaint; (b) the method and conduct of investigation; (c) the format of a written complaint; (d) the registration of a complaint; and (e) generally, any matter that may or must be prescribed in terms of this Act.
Military Ombud Complaints Regulations (2015)	<ul style="list-style-type: none"> • <u>Section 2(1)</u>. The purpose of these Regulations is to give effect to section 15 of the Act as far as it applies to complaints as contemplated in section 4 of the Military Ombud Act, Act No 4 of 2012. • <u>Section 2(2)</u>. These Regulations apply to- <ul style="list-style-type: none"> (a) any member or former member of the Defence Force, or a person acting on behalf of a member, who lodges a complaint with the Office regarding the conditions of service of the member or former member; and (b) any member of the public who lodges a complaint regarding the official conduct of members of the Defence Force.
Public Finance Management Act, 1999 (Act No 1 of 1999)	<ul style="list-style-type: none"> • <u>Chapter 5. Section 45. Responsibilities of other officials</u>. An official in a department, trading entity or constitutional institution <ul style="list-style-type: none"> (a) must ensure that the system of financial management and internal control established for that department, trading entity or constitutional institution is carried out within the area of responsibility of that official; (b) is responsible for the effective, efficient, economical and transparent use of financial and other resources within that official's area of responsibility; (c) must take effective and appropriate steps to prevent, within that official's area of responsibility, any unauthorised expenditure, irregular expenditure and fruitless and wasteful expenditure and any under collection of revenue due; (d) must comply with the provisions of this Act to the extent applicable to that official, including any delegations and instructions in terms of section 44; and (e) is responsible for the management, including the safe-guarding, of the assets and the management of the liabilities within that official's area of responsibility.
Defence Act, 2002 (Act No 42 of 2002)	<ul style="list-style-type: none"> • <u>Chapter 3 - Employment and Use of Defence Force – Section 20 Powers and duties of members while being employed.</u> • <u>Chapter 6 - Defence Intelligence – Section 37 Determination of security classification of members and employees; Section 38 Discharge of members or employees not issued with security clearances; and Section 39 Notification of security clearance or refusal thereof.</u> • <u>Chapter 8 - Limitations on Rights of Members of Defence Force Section 49 Application; and Section 50 Limitations of rights.</u> • <u>Chapter 9 - Employment in Defence Force – Section 51 Application, Section 52 Regular Force, Section 53 Reserve Force, Section 54 Commissioned Officers in Defence Force, Section 55 Pay, Salaries and Entitlements, Section 56 Protection of members on active service, Section 57 Compensation in case of injury or disability,</u>

Legislation	Responsibilities placed on the Office of the Military Ombud
	<p>Section 58 Obligation to service in time of war, state of national defence or state of emergency, Section 59 Termination of service of members of Regular Force, Section 60 Legal representation for members, Section 61 Procedures for redress of grievances; and Section 62 Religious observances in Defence Force.</p> <ul style="list-style-type: none"> • <u>Chapter 10</u> – Training – Section 63 Defence training institutions, Section 64 Discipline; and Section 65 Designation of areas for training. • <u>Chapter 13</u> - General Administration and Support – Section 82 Regulations, Section 84 Exemptions applicable to Defence Force, Section 86 Right of recourse in respect of expenditure for injuries of members. • <u>Chapter 16</u> - Boards of Inquiry – Section 101 Convening boards of inquiry, Section 102 Attendance of persons at board of inquiry, and witnesses; and Section 103 Board of inquiry in relation to absence without leave. • <u>Chapter 17</u> - Offences and Penalties – Section 104 Offences and penalties; and Section 105 Offensive behaviour.
Defence Amendment Act 6 of 2020	<ul style="list-style-type: none"> • Amendment of section 59 of Act 42 of 2002 • Amendment of section 82 of Act 42 of 2002 • Amendment of section 103 of Act 42 of 2002
Labour Relations Act, 1995 (Act No 66 of 1995)	<p>The purpose of the Labour Relations Act is to advance economic development, social justice, labour peace and the democratisation of the workplace by fulfilling the primary objects such as</p> <ul style="list-style-type: none"> • to give effect to and regulate the fundamental rights conferred to in section 23 of the Constitution; • to give effect to obligations incurred by the Republic as a member state of the International Labour Organisation; • to provide a framework within which employees and their trade unions, employers and employers' organisations can- <ol style="list-style-type: none"> i. collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest; and ii. formulate industrial policy; and • to promote- <ol style="list-style-type: none"> i. orderly collective bargaining; ii. collective bargaining at sectoral level; iii. employee participation in decision-making in the workplace; and iv. the effective resolution of labour disputes.
Promotion of Administrative Justice Act, 2000 (Act No 3 of 2000)	<p>The Office of the Military Ombud applies the Promotion to Administrative Justice Act (PAJA) to ensure alignment between the Military Ombud Act and PAJA and furthermore to give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996.</p>
Promotion of Access to Information Act, 2000 (Act No 2 of 2000)	<ul style="list-style-type: none"> • <u>Part 2</u> - Access to Records of Public Bodies. • <u>Part 3</u> - Access to Records of Private Bodies. • <u>Part 4</u> - Appeals against Decisions.
Protection of Personal Information Act, 2013 (Act No 4 of 2013)	<ul style="list-style-type: none"> • <u>Chapter 2</u> – Application Provisions (Lawful processing of personal information, Rights of data subjects, Exclusions).

Legislation	Responsibilities placed on the Office of the Military Ombud
	<ul style="list-style-type: none"> • <u>Chapter 3</u> – Conditions for Lawful Processing of Personal Information. • <u>Chapter 4</u> – Exemption from Conditions for Processing of Personal Information. • <u>Chapter 10</u> – Enforcement. • <u>Chapter 11</u> – Offences, Penalties and Administrative Fines.
Optional Protocol to the Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment	<p>The Office has been listed as a National Preventative Mechanism (NPM) in terms of the Optional Protocol to the Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment (OPCAT), which was ratified by SA in 2019. As a member of the NPM Steering Committee the Office must ensure that it complies with the obligations in terms of the OPCAT.</p> <p>NPM inspection visits are conducted in accordance with the Annual NPM Inspection Plan as approved. Inspection reports on the observations made during the inspection together with recommendations are compiled for submission to the Minister of Defence and Military Veterans (MOD&MV).</p>
Office of the Military Ombud Complaints Handling Manual (Version 2, dated 05 September 2019)	This Manual applies to all complaints lodged with the Military Ombud from members and former members of the Defence Force and members of the public complaining about the official conduct of members of the Defence Force respectively.
International Agreements	
International Ombudsman Institute The International Ombudsman Institute (IOI) is an international organisation for the co-operation of more than 150 Ombudsman Offices that was founded in 1978 with the view to deal with complaints from the public regarding decisions and actions or omission of public administration. The role of the Ombudsman is to protect citizens against violation of rights, abuse of powers, error, negligence, unfair decisions and maladministration in order to improve public administration and accountability of public officials. Further the goal of the IOI is to encourage an exchange of information at regional and international levels.	The Office participates as fully paid member of the IOI and attends virtual and in-person meetings as well as training opportunities.
African Ombudsman and Mediators Association and African Ombudsman Research Centre	The Military Ombud participates as a speaker on webinars of the African Ombudsman and Mediators Association (AOMA) and African Ombudsman Research Centre.
Geneva Centre for Security Governance	The Military Ombud attends the Geneva Centre for Security Governance Foundation Council in June and November annually and he participates during voting of new members as a member of the Foundation Council.
International Conference of Ombuds Institutions for the Armed Forces	The Office attends the Conference annually. The Military Ombud presents a researched paper at this Conference in line with the topic to be discussed.

In terms of the prevailing legislation, the following executive functionaries, as listed below, are relevant to the Office:

- The **President of the Republic of South Africa** is the Head of State and the Head of the National Executive. The President exercises executive authority together with members of Cabinet. The President as head of the National Executive appoints the Military Ombud and Deputy Military Ombud. (Military Ombud Act, Act No 4 of 2012).
- The **Minister of Defence and Military Veterans (MOD&MV)** is appointed by the President as the Cabinet Member. The Military Ombud must recommend the appropriate relief for implementation of complaints to the Minister and the Minister may assign any additional functions which are not inconsistent with the Military Ombud Act, Act No 4 of 2012 to the Military Ombud.

- The **Military Ombud** is appointed by the President to ensure that complaints are resolved in a fair, economical and expeditious manner in accordance with the mandate of the Office as prescribed in the Military Ombud Act, Act No 4 of 2012. The core functions of the Military Ombud as derived from legislation and regulations, include *inter alia*, the following:
 - Investigate complaints lodged with the Office.
 - Investigate a complaint economically, fairly and expeditiously without fear, favour or prejudice.
 - Resolve any dispute by means of mediation, conciliation or negotiations or in any other expedient manner.
 - Promote the observance of the fundamental rights of the members of the Defence Force.
 - Establishment and maintenance of an appropriate Office Human Resource (HR) function.
 - Establish and maintenance of an appropriate Office Financial (Fin) Management function.
 - Establishment and maintenance of an appropriate Reporting function.
 - Development and implementation of policy in support of the Office mandate.

UPDATES ON THE RELEVANT LEGISLATIVE AND POLICY MANDATES

Military Ombud Act, Act No 4 of 2012. The Office started the legislative process for the amendment of the Military Ombud Act during the FY2021/22. Authority to review the Military Ombud Act was obtained from the previous MOD&MV. Currently the MOD&MV is seeking legal opinion from the Ministry Legal Advisor to pursue the amendment to the Act.

Further consultation was conducted with the MOD&MV on the Military Ombud Amendment Bill in order to address the appropriate Institutional Independence Model for the Office. The Government Technical Advisory Centre (GTAC) was appointed to conduct a further study on the most appropriate Independence Model for the Office. The outcome of the GTAC process will assist to determine the Institutional Independence Model for the Office which will have an impact on the Amendment Bill.

The Office will continue to engage the MOD&MV during the FY2024/25 to continue the legislative process for the amendment of the Military Ombud Act.

OFFICE OF THE MILITARY OMBUD POLICIES AND STRATEGIES

The governance process continues to set the norms and standards within the Office ensuring that the Office institutionalise the Result-Based planning, budgeting, reporting and risk management process. The compliance to these processes will ensure the realisation of governmental imperatives and the mandate of the Office.

The Office follows a systematic integration of National policy direction into a cascading hierarchy of internal policies, strategies and plans, including reporting, monitoring and evaluation.

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

- National Policies/Regulatory Framework. The mandate is derived from legislation, National Imperatives, national strategies and plans. The building blocks of this mandate can be found in the Military Ombud Act, Act No 4 of 2012.
- Organisational Policies. The Office is responsible to adhere to Government priorities and imperatives and is responsible to adhere to Department of Defence (DOD) Policies applicable to the Office.
- Organisational Strategies. The Office is responsible to adhere to Government priorities and imperatives and is responsible to adhere to DOD Strategies applicable to the Office.
- Office of the Military Ombud Plans. To implement the abovementioned DOD Policies and Strategies, the Office develops plans to ensure that performance is measured. These plans consist of the development of the Office of the Military Ombud Strategic Plan (SP) (2025-2030), the implementation of the Office of the Military Ombud SP (2020-2025), Annual Performance Plan (APP) for the 2024/25 Medium-Term Expenditure Framework (MTEF) and the Annual Operational Plan (AOP) for the FY2024/25.
- Organisational Performance Reporting, Monitoring and Evaluation. An integral part of performance reporting, monitoring and evaluation is the practice of programme performance reports. These quarterly and annual reports are utilised for the purposes of internal management, control and decision-making, to ensure implementation of the mandate, as well as a monitoring instrument by Governance Structures. The Office is mandated to submit an Office of the Military Ombud Annual Activity Report (AAR) which is to be submitted to the Minister within 30 days after the end of the respective financial year.

PENDING COURT RULINGS

There are no pending court cases against the Office of the Military Ombud which may have an impact on the DOD during the period of this Plan.

PART B: OFFICE OF THE MILITARY OMBUD STRATEGIC FOCUS

2024 UPDATED SITUATIONAL ANALYSIS

The Office's situational analysis for the 2024/25 MTEF, provides insight into both the external and internal environments that affects the Mandate, Outcomes and Outputs of the Office. The matters identified in the situational analysis is a result of the planning process that has also taken into consideration the evolving contextual environment. The situational analysis remains aligned to the Office of the Military Ombud SP (2020-2025) and continue to inform the policy, strategy and planning processes.

The Office is focused on the effective execution of its mandate and the implementation of the Revised 2019-2024 Medium Term Strategic Framework (MTSF) Apex Priorities of Government, which are informed by the National Development Plan (NDP), "*Vision 2030*", over the period of this 2024/25 APP.

EXTERNAL ENVIRONMENTAL ANALYSIS

The external environment refers to the factors external to the Office that could impact the Office.

POLITICAL

The matters identified in the situational analysis are derived from the annual planning process that considers the NDP "*Vision 2030*", the Revised MTSF 2019–2024, the new Sustainable Development Goals, the State of the Nation Address (SONA), the MOD&MV Performance Agreement and the National Security Strategy.

ECONOMIC

Inflation and geopolitical instability are being cited as the main risk to growth across the globe for the next twelve months and responses assessing the global economy are mostly downbeat.

The Office will continuously monitor this environment and prioritise the requirements to ensure that expectation and the Medium-Term Budget Policy Statement are aligned.

SOCIAL

Every Government Department and Public Entity is required to employ interns for experiential training in support of the prevailing Government Job Creation Policy. The Office will continue to support the Governments' plans by implementing the utilisation of Interns within the Office.

Gender-Based Violence (GBV) refers to harmful acts directed at an individual based on their gender. It is rooted in gender inequality, the abuse of power and harmful norms. In support of eradicating GBV and the promotion of human rights, the Office implemented an Awareness Programme in terms of GBV and promoting human rights during outreach programmes.

The creation of Ombudsman like institutions, demands clarity on the institutional purpose and the need for strengthening of synergies, including standardisation of approaches. The levels of confidence and popularity of the Office as an institution of choice necessitates a greater need to be accessible to serving members of the South African National Defence Force (SANDF), former members and the public including Communication, Branding and Events Management (e.g. Outreach Programme and Media Relations).

The complaints submitted reinforces the need for the Office to be widely and easily accessible, swift and impactful in its own service delivery. The future vision for the Office is to create satellite/pilot offices to be visible and easily accessible to the clients of the Office giving effect to the National Footprint requirement.

One of the outcomes of the Stakeholder Perception Survey conducted by the Security Institute for Governance and Leadership in Africa, is the need to increase visibility and raise awareness about the existence of the Office. As a result, Communication Services has conceptualised an Outreach Programme for the FY2024/25 which will assist the Office to enhance and improve its service standards, internal systems, public relations, public trust and confidence, and accessibility.

TECHNOLOGICAL

Developments in Information and Communication Technology (ICT) presents opportunities for improving governance while increasing operational risks, such as cyber-crime and use of technology to conceal maladministration and corruption, the Office will ensure that this matter is addressed in the Office ICT procedure.

The Office is available on all social media platforms to reach its stakeholders and ensure that the public can see all the activities that are taking place.

Information is an asset that requires protection commensurate with its value. There has been an increase in cyber-attack both globally and domestically in the past year against departments. The Office will implement robust network security architecture, including appropriate segregation and segmentation between the Information Technology (IT) and control system networks using firewalls and intrusion prevention/detection tools. The Office will furthermore perform continuous network security monitoring thus enabling the identification of abnormalities on the network.

The technological revolution is a period in which one or more technologies is replaced by other technology in a short amount of time. It is an era of accelerated technological progress characterised by new innovations whose rapid application and diffusion cause an abrupt change in society. The Office will ensure that all IT procedures address the technological revolution. It will furthermore ensure that all back-up systems are in place to facilitate rapid application should the Office be affected.

LEGAL

The Office is listed as a NPM in terms of the OPCAT, which was ratified by South Africa in 2019. As a member of the NPM Steering Committee, the Office must ensure that it complies with the obligations in terms of the OPCAT. In line with these obligations the Office has conducted inspections at the SANDF Military Detention Centres in collaboration with the South African Human Rights Commission and submit inspection reports to the Minister which contains findings and recommendations.

The Military Ombud Act, Act No 4 of 2012 in Section 6 (8) prescribes that “*if the Military Ombud upholds the complaint, the Ombud must recommend the appropriate relief for implementation to the Minister*”. The Office has no provisions regarding the implementation of the recommendations and processes followed by the Minister when there is non-implementation. To address this concern a Military Ombud and Chief of the SANDF (C SANDF) Liaison Forum was created, furthermore complex matters are escalated and monthly meetings are being scheduled between the Military Ombud and C SANDF to address these challenges.

INTERNAL ENVIRONMENTAL ANALYSIS

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

HUMAN RESOURCE DIMENSION

The Office seeks to enhance efficiency by reviewing the structure to adequately meet the mandate of the Office. It is noteworthy, however, that the Office Compensation of Employees (CoE) is underfunded compelling the organisation to postpone this requirement until funding is secured.

The Office will invest in talent management in order to ensure that it has the right combination of talent and retain scarce skills. The approved structure of the Office consists of 89 posts, of these 63, are planned posts to be staffed.

The Public Service Commission equity figures, stipulate that approximately 50% of all filled Senior Management Staff (SMS) posts should be represented by women and approximately 2% of filled posts across all levels should be occupied by people with disabilities. The status on 31 January 2024 is a total number of 57 posts staffed with 7 out of 9 senior management positions. Currently 2 are held by women and 5 males, 9 (6 women and 3 men) are youth¹ and 0 people with disabilities. Three (3) SASSETA Interns are appointed.

In support of the Department of Women, Youth and Persons with Disabilities requirements, the Office continues to strive for compliance in terms of representation at senior management level.

¹ The Office of the Military Ombud considers youth as persons between the ages of 18 and 34.

Over the 2024/25 MTEF the Office will continue with the following to address the challenges within the HR dimension:

- Implement HR measures to ensure the CoE and HR costs are aligned;
- Fill funded vacant posts in accordance with the HR plan;
- Provide for training and development of employees;
- Increase levels of administrative compliance;
- Continue to pursue gender main-streaming; as well as address
- Capacity challenges throughout the organisation.

In doing so, the Office seeks to comply with government direction on representation at senior management level, effective distribution of personnel to meet the organisational requirement and show value for money.

FINANCIAL DIMENSION

Owing to South Africa's gross domestic product growth projections of approximately 1.4%, the inflation rate of about 4.5%, the Office should not expect a growth in the budget allocation during the period of the APP. This should be considered against the present high cost of South Africa having to service international loans (10% of spending goes to paying debt). The priorities of the MTSF focussing on socio-economic development of the country is threatened by the electricity crisis as it is one of the greatest threats to social and economic progress. Growth in the economy is further hampered by ports and railways being inefficient.

Payment of legitimate supplier invoices within 30 days remains a challenge in the Office as the Office is dependent on the DOD and the aged legacy systems. The Office monitors payments continuously and where it is found that there are delays the matter is addressed with the relevant stakeholders.

INFORMATION AND COMMUNICATION TECHNOLOGICAL DIMENSION

The Office will strengthen its ICT by institutionalising an ICT Governance Framework, including the securing and development of ICT platforms commensurate with specific requirements. The institutionalisation of the latter Framework will be achieved by monitoring and evaluating its investment in and expenditure on ICT, thereby ensuring that information assets are managed effectively.

The Office is in the process of procuring an offsite backup solution to address the issue of data security and is furthermore implementing Virtual Private Network for remote access of information.

ETHICS AND INTEGRITY

Ethics and Integrity are of utmost importance within the Office to ensure independence and objectivity and thus are included in the Office's Code of Conduct and the Values.

The intention of including Ethics and Integrity into the Code of Conduct and as a value was primarily to strengthen the Office's measures for managing ethical conduct and promoting integrity.

Effective management of fraud and corruption risks should focus on the key areas of prevention, detection and response. The unfortunate reality is that perpetrators of fraud are constantly adapting their approach within organisations. The following activities will be implemented:

- Institutionalise an effective fraud prevention strategy;
- Effective fraud risk assessments;
- Optimise the use of technology in detecting fraud;
- Assessing employee awareness;
- Eliminating conflicts of interest; and
- Creating awareness.

GOVERNANCE AND RISK

The Office will continue to dedicate and commit its efforts towards an effective enterprise risk management approach through the development and implementation of the Office Governance, Risk and Compliance (GRC) Framework, which directs the Office towards an integrated, structured and systematic risk management process.

The Office enterprise risks are being monitored by the relevant management committees and supervisory governance structures such as the Executive Committee (EXCO) and Management Committee (MANCO).

The Office will furthermore continue to adhere to the National Regulatory Framework and Military Ombud Act in terms of the submission of the Office of the Military Ombud APP and the Office of the Military Ombud AAR.

PERFORMANCE DELIVERY ENVIRONMENT

OFFICE OF THE MILITARY OMBUD CONTRIBUTION TO NATIONAL IMPERATIVES OF GOVERNMENT FOR THE FY2024/25 TO THE FY2026/27

- **The NDP, “*Vision 2030 – Our Future – Make it Work*”.** The NDP, “*Vision 2030*”, and its related policies provide a national framework that informs the envisaged contribution by National Departments to the objectives of the NDP which includes the reduction in unemployment, elimination of poverty and the reduction in inequality. The following is a reflection of the contribution both direct and indirect of the Office to the NDP, “*Vision 2030*”:

- *“Envisaged reduction in Youth Unemployment”* (NDP Chapter 3: Economy and Employment). The Office will continue with the providing of opportunities for Internships and employ youth through departmental recruitment processes.
- *“Strengthen the national research and development capacity”* (NDP Chapter 9: Improving Education, Training and Innovation). The Office will continue to provide learning opportunities at training institutions for personnel that are aligned to the requirements of job descriptions and performance agreements. The Office will directly contribute to this priority by means of capacitated, educated professional employees, responsive to strengthen relations and efficiency
- *“Build safer communities”* (NDP Chapter 12: Building safer communities). A socially cohesive and safe South Africa requires a series of intersecting interventions that unite our country. To achieve this vision, a democratic culture of participation and equality must be instilled, but it also requires dedicated interventions to address actions that undermine these values. The Office will continue with the outreach programme communicating to both members of the public and the Defence Force on the mandate of the Office specifically Section 4.1(d) *“a member of the public regarding the official conduct of a member of the Defence Force”*.
- *“Build a capable and development State”* (NDP Chapter 13: Building a capable State). To achieve the outputs of a capable and developmental state, the Republic of South Africa needs to, among others, professionalise the Public Service, upgrade skills, improve coordination and deploy a proactive approach to managing the inter-governmental systems to ensure a better fit between responsibility and capacity. Digital transformation is one of the tools proposed by Cabinet to assist with Public Service in managing its human and financial resources. It is, therefore, important for all relevant internal Office of the Military Ombud stakeholders to participate in the development and implementation of the digital transformation in order to contribute to the Public Service’s endeavour to be more effective and efficient. For the 2024/25 MTEF, the Office will continue to participate in the roll-out of digital transformation as and when required.
- *“Reduction in prevalent corruption and fraud”* (NDP Chapter 14: Promoting accountability and fighting corruption). The Office, through internal governance structures, processes and approved action plans, will continue to prevent the occurrence of corruption and fraud within the Office.

- **The NDP 5-year Implementation Plan of the 2019-2024 Revised MTSF Apex Priorities, as a component of the 2019-2024 Revised MTSF**

The implementation of the NDP, *“Vision 2030”*, through the NDP 5-year Implementation Plan focuses on job creation, poverty reduction and the reduction of in-equality. The Office directly contributes to this reciprocal relationship by serving as a fair, independent and expeditious channel for members of the SANDF and the public who have unresolved differences with the DOD. Through the Military Ombud mandate, the Office will endeavour to support the following foundational Pillars of the NDP and the subsequent seven MTSF Apex Priorities over the 2024/25 MTEF, through direct and indirect contribution:

- **Foundational MTSF Pillar 1:** Achieving a more capable state;
- **Foundational MTSF Pillar 2:** Driving a strong and inclusive economy; and

- Foundational MTSF Pillar 3: Building and strengthening the capabilities of South Africans.
 - As part of the Office's **direct contribution**, in support of the **Foundational MTSF Pillar 2**: "*Capable South African's*" and the **2019-2024 Revised MTSF Apex Priority 6**: "*Social Cohesion and Safer Communities*" and the **2019-2024 Revised MTSF Performance Indicator** "*Percentage of population aware of the constitution and its values*", with a set target of 90% compliance, the Office will continue to support this Priority through the Office of the Military Ombud Output 2: "***Military Ombud Operations provided***", Activity O2_A1: "***Provide complaints Intake process***", Activity O2_A2: "***Provide complaints Analysis and Investigation process***" and Office of the Military Ombud Output 4: "***Communication Services provided***", Activity O4_A1: "***Provide External Communication support***". A socially cohesive and safe South Africa requires a series of intersecting interventions that unite our country. To achieve this vision, a democratic culture of participation and equality must be instilled, but it also requires dedicated interventions to address actions that undermine these values. The Office will continue with the outreach programme communicating to both members of the public and the Defence Force on the mandate of the Office.
 - As part of the Office's **direct contribution**, in support of the **Foundational MTSF Pillar 3**: "*Capable Developmental State*" and the **2019-2024 Revised MTSF Apex Priority 7**: "*A Better Africa and World*" and the **2019-2024 Revised MTSF Performance Indicator** "*Agenda 2063 programme*", the Office will continue to support this Priority through the Office of the Military Ombud Output 4: "***Communication Services provided***", Activity O4_A3: "***Provide International Relations support***". This priority aims to continue international leadership, working towards global peace, people-centred development and prosperity for all. It furthermore aims to address supporting multilateral frameworks to resolve global disputes and assist Africa in laying the foundations for a shared future. A key focus is on increasing investment in opportunities for trade, economic development and the country's presence in the global arena. Since 2016 the Office was accepted as an associate member of the AOMA. This pan-African body exists to advance and strengthen African Ombudsmen through mutual support, cooperation, joint activities information sharing, training, development and the facilitation of research. The Office as part of the Pan African Body can share its own existence as a concept and best practices.
 - As part of the Office's **direct contribution**, in support of the **Foundational MTSF Pillar 3**: "*Capable Developmental State*" and the **2019-2024 Revised MTSF Apex Priority 1**: "*A Capable, Ethical and Developmental State*" and the **2019-2024 Revised MTSF Performance Indicator** "*Integrated Monitoring and Evaluation System for public sector governance and accountability*", the Office will continue to support this Priority through the Office of the Military Ombud Output 1: "***Strategic Direction provided***", Activity O1_A1: "***Provide Policy***", Activity O1_A2: "***Provide Strategy***" and Activity O1_A3: "***Provide Functional and Support Guidelines***". The Office will ensure the implementation of National and departmental policies and strategies through strategies, plans and standing operating procedures and the implementation of these strategies, plans and standing operating procedures, ensure appropriate organisational form and structure, effective, efficient and economic

resource administration and support services (HR, Fin, Log and ICT); including the establishment of internal administrative policies, systems, controls and assurance to direct, manage, monitor, control and report on the resources allocated to the Office and ensure departmental compliance with Regulatory Framework, statutory requirements, and the implementation of internal and external assurance provider recommendations to ensure the effective administration of the Office.

- This Office will **indirectly contribute** to the following MTSF Apex Priorities:
 - **MTSF Apex Priority 2: Economic Transformation and Job Creation.** As an Office we are set to contribute to this priority indirectly based on the nature of our mandate and as a state organ responsive to the citizenry.
 - **MTSF Apex Priority 3: Education, Skills and Health.** The Office offers opportunity for Internship in partnership with the DOD and SASSETA towards national skills development.
- **National Growth Path (NGP).** On 23 November 2019, Government released the Framework of the NGP aimed at enhancing economic growth, job creation and equity. The principal target of the policy is to create five million jobs by the year 2050. The NGP identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa’s developmental agenda. The Office will endeavour to support the NGP through the employment of interns for experiential training.
- **State of the Nation Address (SONA 2024).** During the SONA 2024 the President acknowledged SA’s alarming unemployment rate and the issue of crime and corruption. The Office will contribute to governments effort in dealing with these concerns through various initiatives, which would include amongst others supporting youth employment interventions such as internships and youth employment, gender-based violence awareness programmes and payment of suppliers within 30 days.
- **African Union Agenda 2063.** The previous plans and commitments were reviewed during the development of the African Union Agenda 2063, and a pledge was made to take into account the lessons learnt such as putting mobilisation of the people and their ownership of continental programmes at the core; the principle of self-reliance and Africa financing its own development; the importance of capable, inclusive and accountable states and institutions at all levels and in all spheres, the critical role of Regional Economic Communities as building blocks for continental unity, and holding ourselves and our governments and institutions accountable for results. The Office will contribute to aspirations 3, “*An Africa of good governance, democracy, respect for human rights, justice and the rule of law*”, aspiration 4, “*A peaceful and secure Africa*” and aspiration 7, “*Africa as a strong, united and influential global player and partner*” by ensuring that complaints submitted are investigated fairly and expeditiously thus indirectly impacting on good governance, respect for human rights, justice and the rule of law.
- **Sustainable Development Goals.** It is envisaged that the Office through the pursuance of its legislative mandate and utilisation of its inherent capabilities, will give support to the following selected Sustainable Development Goals:
 - **Goal 5:** “*Achieve gender equality and empower all women and girls*”.

- **Goal 8:** *“Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”.*
- **Goal 16:** *“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”.*

MINISTER OF DEFENCE AND MILITARY VETERAN’S PRIORITIES FOR THE FY2024/25 TO FY2026/27 AND MILITARY OMBUD FOCUS AREAS FOR 2020 TO 2025

The Ministerial Priorities that will be supported by the evolving resourced Military Ombud Focus Areas are as follows:

- **Military Ombud Focus Area 1: Effective and Efficient Resolution of Complaints.**
 - To improve turnaround times systematically and efficiently reduce carry over complaints.
 - Identification and reporting on systemic issues arising from complaints.
- **Military Ombud Focus Area 2: The Implementation of the Integrated Communication Marketing Strategy and Plan.**
 - Outreach Programmes;
 - Create Public Awareness;
 - Stakeholder Relationship Management;
 - Stakeholder Perception Survey;
 - International Relations; and
 - Branding and Marketing.

MOD&MV Priority 1: Provide Strategic Direction. Provide strategic direction to ensure that the Office meets the predetermined expectations of Government.

- **Military Ombud Focus Area 3: Institutional Independence.** Positioning the Office to ensure effective execution of its mandate by means of a legislative review process and an Amendment Bill. This process includes the continuation of the GTAC study with regard to the most appropriate institutional form for the Office. The purpose is to ensure that all challenges experienced by the Office are addressed in the Military Ombud Amendment Bill.
- **Military Ombud Focus Area 4: Operationalising the Ministerial Policy Directive on Enterprise Resource Support to Military Ombud as Signed on 25 October 2018.** DOD and Office of the Military Ombud Workgroup to continue with development of solution and implementation of the Ministerial Policy Directive.

MOD&MV Priority 2: Ensure Departmental Governance, Administration and Accountability within the Regulatory Framework. Ensure effective and efficient Departmental administration, governance and accountability, supported by internal and external assurance provider participation. The following will be executed to enable this Priority Outcome:

- **Military Ombud Focus Area 5: Institutionalisation of the Governance Risk and Compliance Framework.** To ensure accountable and effective management of resources through enterprise risk management approach.
 - Departmental Governance, Administration and Accountability. Ensure the required departmental governance, administration and accountability at all levels of the organisation, thereby ensuring the effective and efficient utilisation of scarce resources within prevailing legislative requirements and material regulatory frameworks. The Office supports this priority through the tabling of accountability documents such as the SP, APP, AAR and response to parliamentary activities, as and when required.
 - Organisational Renewal: Ensure Appropriate Organisational Form and Structure. Direct the positioning of the Office to ensure alignment to the Military Ombud Act. Structures must enhance accountability, effectiveness and efficiency within an ethical and corruption free organisation.
- **Military Ombud Focus Area 6: Securing Adequate Funding for the Compensation of Employees (CoE).** Since the Office budget became a line item on the DOD budget, numerous requests were submitted to the DOD explaining that the allocation did not fulfil the requirement.
 - Strategic Resourcing. This priority relates to the directing of an appropriate funding model thereby ensuring the adequate resourcing of the Office over multiple MTSF periods aligned with prevailing policy
- **Military Ombud Focus Area 7: Resource Management.** To ensure accountable, effective and efficient resource management aligned to the Regulatory Framework (HR, Log, Fin and ICT) and accountability documents.
 - Human Resources. The directing of the renewal of the organisation human resource function to ensure that the personnel profile is able to meet both current and future obligations. Renewal of the organisation human resource function to ensure that the human capital is able to meet both current and future obligations.

ORGANISATIONAL ENVIRONMENT

The Office is an independent statutory body established in terms of the Military Ombud Act, Act No 4 of 2012, to investigate and resolve complaints as well as promote the observance of human rights of members, former members of the SANDF as well as members of the public complaining against the official conduct of members of the SANDF.

Section 8 of the Act states that the Office must serve independently and impartially and must perform its functions in good faith and without fear, favour, bias or prejudice subject to the Constitution and the law.

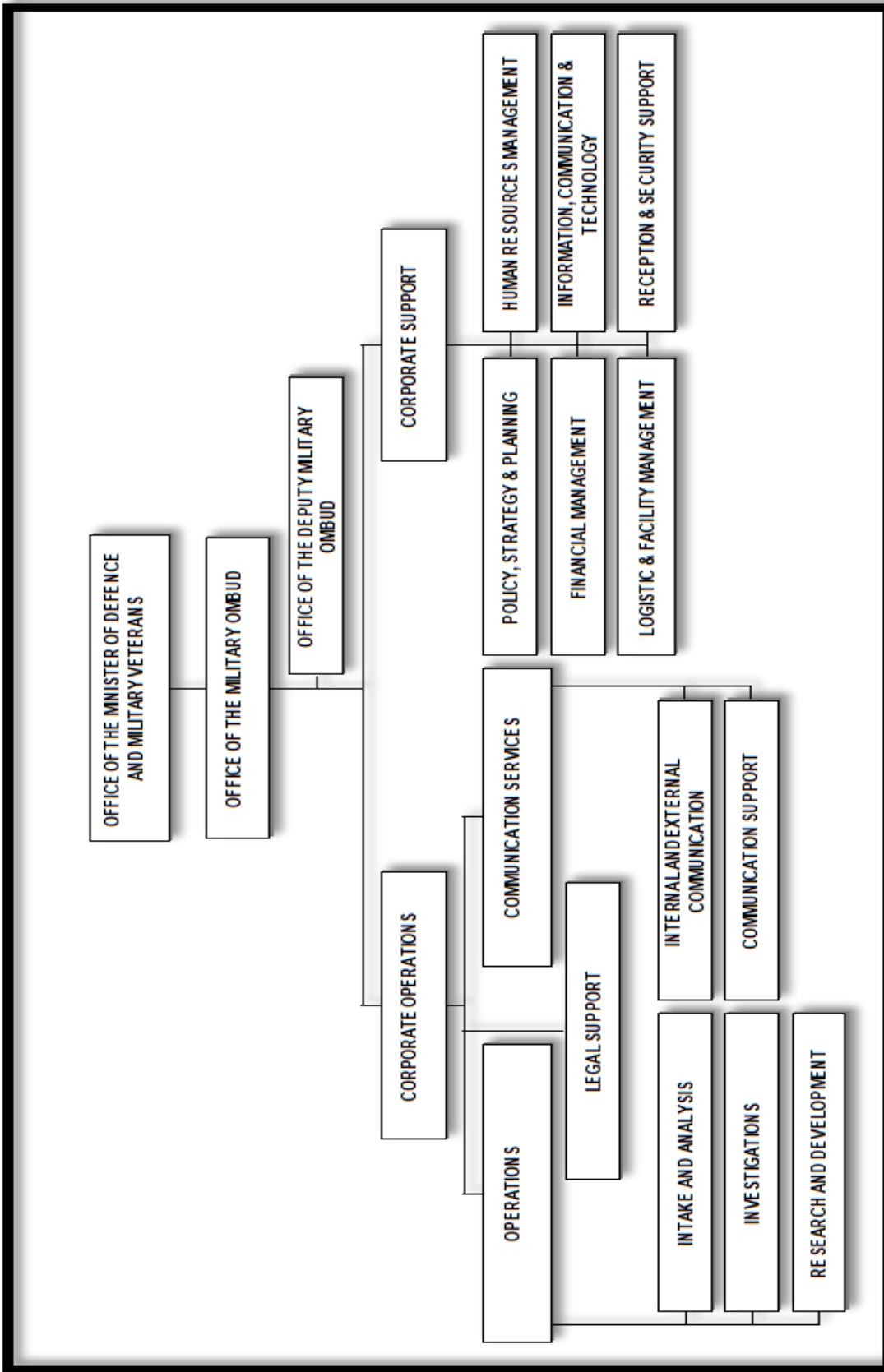
The organisational structure is informed by the current mandate, vision, outcomes and processes. The organisational structure as depicted in Figure 1 below provides for structures that enable the execution of the mandate of the Office and this will furthermore enable the management and reporting arrangements of the organisational units. The current organisational structure was approved during June 2012 and comprises of two (2) functional lines namely Operations Management and Corporate Support. The approved organisational structure of the Office has never been fully funded, which hampers its ability to pursue the mandate.

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

Whilst the Office is currently functionally independent, it is not operationally independent as it operates as an Organ of State within the DOD. The current operating model poses reputational and credibility questions around the effectiveness of the Office. In order to give effect to the operational independence of the Office, the Office engaged GTAC with a request for assistance with the development of a cost-effective organisation model to ensure organisational independence. The outcome of engagements is pending the MOD&MV's approval.

The Office has been seeking ways to improve its operational efficiencies and particularly its perceived independence and impartiality which is seen as a key enabling factor for the work it performs. On 25 October 2018, the MOD&MV approved a Ministerial Directive for the purpose of enhancing the independence of the Office. Since then, the Office rigorously pursued the implementation thereof with little success.

Figure 1: Organisational Structure of the Office Military Ombud

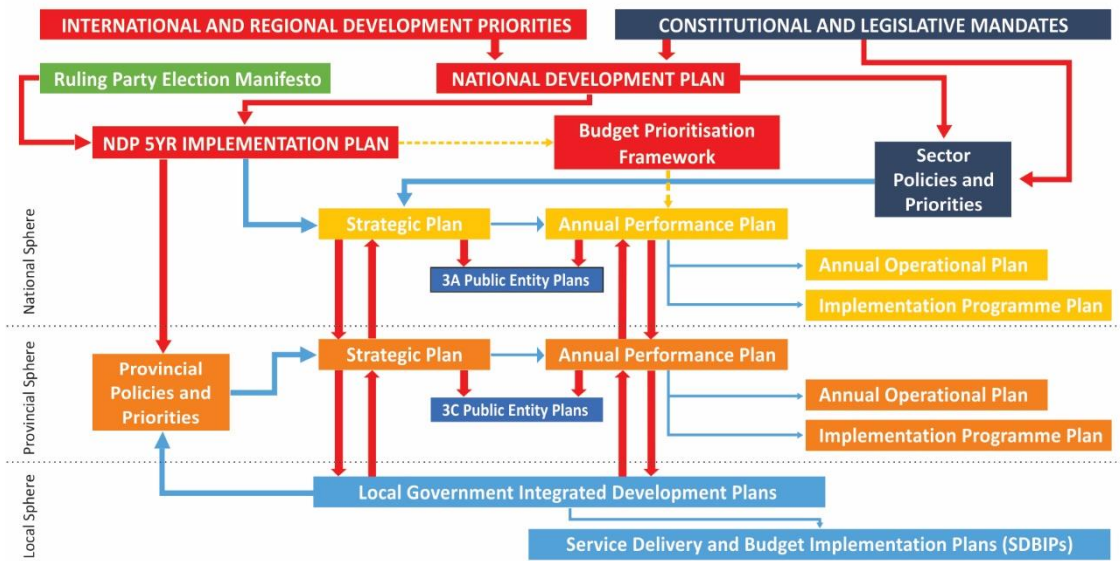


PART C: MEASURING OF THE OFFICE OF THE MILITARY OMBUD PERFORMANCE

OFFICE OF THE MILITARY OMBUD PERFORMANCE INFORMATION

During the 2019-2024 MTSF period, the Office will continue to support the priorities of Government as articulated in the NDP, “Vision 2030”, and the NDP 5-year Implementation Plan, thereby ensuring alignment with the National Planning Cycle, as articulated in the Department Planning, Monitoring and Evaluation (DPME) Revised Framework for Strategic Plans and Annual Performance Plans (2020) and as reflected in Figure 2 below.

Figure 2: National, Provincial and Local Government Planning Alignment



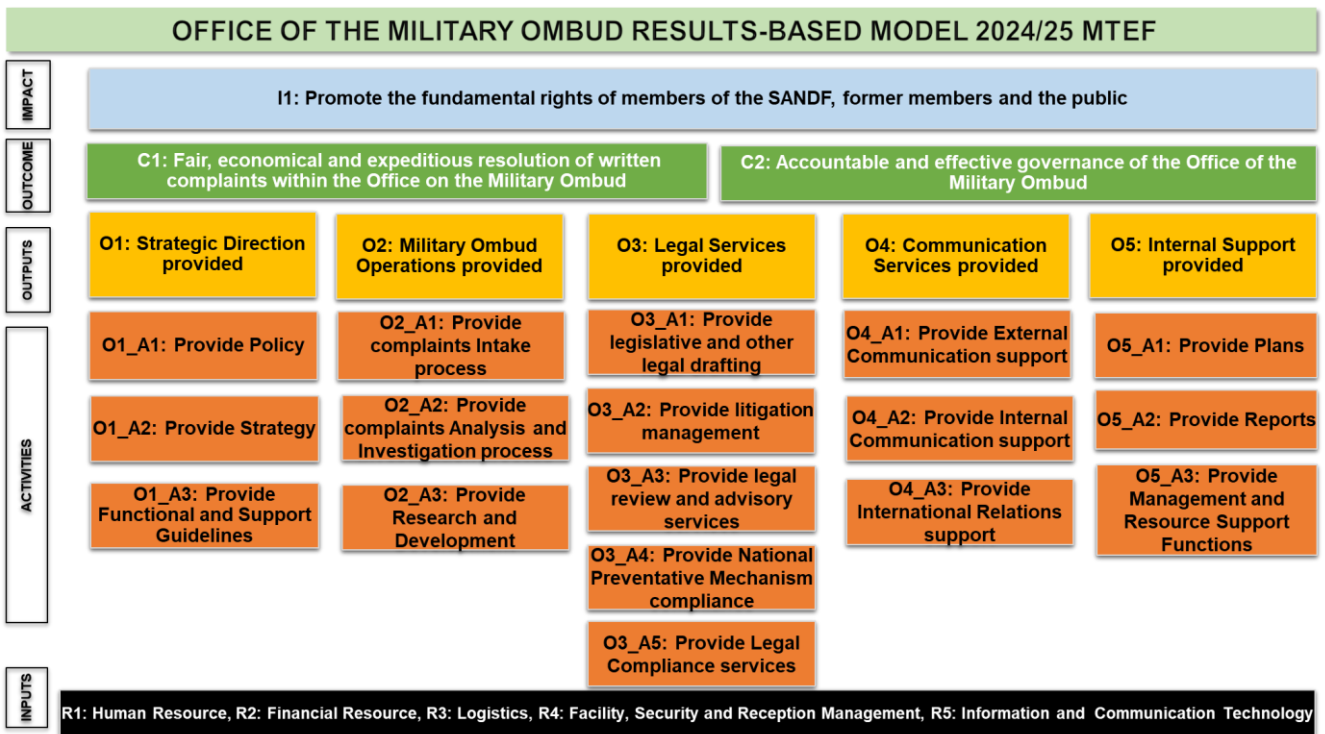
OFFICE OF THE MILITARY OMBUD RESULTS-BASED MODEL OVERVIEW

The Results-Based approach, adopted by government since 1994, is an approach where identified stakeholders contributing directly or indirectly to achieving a set of results, are consulted/considered during the processes, to ensure that the predetermined outcomes and outputs are achieved.

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

For the Office to ensure alignment with its legislative mandate and the RBM, the Office of the Military Ombud RBM is reflected in the Figure 3 below. The activities included in the Office of the Military Ombud RBM will be managed through the Office of the Military Ombud AOP for the FY2024/25.

Figure 3: Office of the Military Ombud Result-Based Model



OFFICE OF THE MILITARY OMBUD OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS FOR THE MEDIUM-STRATEGIC FRAMEWORK

OFFICE OF THE MILITARY OMBUD IMPACT STATEMENT

Table 2: Office of the Military Ombud Impact Statement

Impact Statement	Promote fundamental rights of members of the SANDF, former members and the public (<i>RBM prefix I1</i>).
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The **Office of the Military Ombud Impact Statement** is derived from the mandate of the Office of the Military Ombud which states that “*the Office is to investigate complaints lodged in writing by a member regarding his or her conditions of service; a former member regarding his or her conditions of service; a member of the public regarding the official conduct of a member of the Defence Force; or a person acting on behalf of a member*”. Therefore, the Office of the Military Ombud Impact Statement seeks to ensure the fundamental rights of the members of the SANDF, former members and the public to ensure that complainants are treated fairly, without fear, favour or prejudice.

MEASURING OF THE OFFICE OF THE MILITARY OMBUD OUTCOMES

The detailed performance outcomes in support of the above Impact Statement are provided in Table 3 below. The outcomes of the Office, as defined below, highlights what the Office aims to achieve. The outcomes are directly related to/aligned with the legislative mandate of the Office.

Table 3: Measuring of Office of the Military Ombud Outcomes

RBM Prefix	Office of the Military Ombud Outcome	Office of the Military Ombud Outcome Indicators	Baseline (Based on the previous MTSF period)	Five Year Target (2025)
Foundational MTSF Pillar 2: “Capable South Africans”, 2019-2024 Revised MTSF Apex Priority 6: “ <i>Social Cohesion and Safer Communities</i> ” Foundational MTSF Pillar 3: “ <i>Capable Developmental State</i> ”, 2019-2024 Revised MTSF Apex Priority 7: “ <i>A Better Africa and World</i> ”				
C1	Office of the Military Ombud Outcome 1: Fair, economical and expeditious resolution of written complaints within the Office of the Military Ombud	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	75%	75%
Foundational MTSF Pillar 3: “ <i>Capable Developmental State</i> ”, 2019-2024 Revised MTSF Apex Priority 1: “ <i>A Capable, Ethical and Developmental State</i> ”				
C2	Office of the Military Ombud Outcome 2: Accountable and effective governance of the Office of the Military Ombud	Percentage of Military Ombud accountability documents submitted in accordance with National prescripts	100%	100%

- Office of the Military Ombud Outcome 1 (RBM prefix C1): “***Fair, economical and expeditious resolution of written complaints within the Office of the Military Ombud***”. This outcome encompasses the central purpose of the Office which includes the investigation of complaints lodged in writing economically, fairly and expeditiously without fear, favour or prejudice, the resolution of any dispute by means of mediation, conciliation or negotiations or in any other expedient manner and to promote the observance of the fundamental rights of the members of the Defence Force.
 - Performance Indicator: “***Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud***”, measures the resolution rate of written complaints submitted.
- Office of the Military Ombud Outcome 2 (RBM prefix C2): “***Accountable and effective governance of the DOD to enhance civil control of Defence***”. This outcome measures the extent to which the Office adheres to Government legislative prescripts and the controls that are established to ensure compliance thereto in support to achieving the Office mandate and National Imperatives of government (2019-2024 Revised MTSF Apex Priorities and the Military Ombud Mandate).
 - Performance Indicator: “***Percentage of Military Ombud accountability documents submitted in accordance with National prescripts***”, measures the ability of the Military Ombud to ensure departmental governance, administration and accountability at all levels of the Office, thereby ensuring the effective and efficient utilisation of scarce resources within prevailing legislative requirements and material regulatory frameworks.

OFFICE OF THE MILITARY OMBUD OUTCOME PERFORMANCE INDICATORS

The Office of the Military Ombud Outcome Performance Indicators are directly related to/aligned with the constitutional and legislative mandate of the Office and the 2019-2024 Revised MTSF Apex Priorities of Government as provided in Table 4 and 5 below:

Table 4: Office of the Military Ombud Outcome 1: Performance Indicator Description

Office of the Military Ombud Outcome 1	Fair, economical and expeditious resolution of written complaints within the Office of the Military Ombud						
Short Definition	This Office of the Military Ombud Outcome encompasses the central purpose of the Office and includes the following main elements: <ul style="list-style-type: none"> • That 75% of all simple written complaints submitted are investigated and resolved. • That 70% of all complex matters are investigated and resolved. • That 75% of all carried over matters are investigated and resolved. 						
Baseline	All complaints lodged resolved economically, fairly and expeditiously and the implementation of recommendations submitted to the MOD&MV.						
Justification	The importance of outcome 1 relates to the degree to which the Office investigate complaints and the implementation adheres to and abides by the National Legislation and Regulatory Frameworks, to ensure transparency, accountability, governance, compliance and good citizenship in general.						
Links	Foundational MTSF Pillar 2: “ Capable South Africans ”, 2019-2024 Revised MTSF Apex Priority 6: “ Social Cohesion and Safer Communities ” Foundational MTSF Pillar 3: “ Capable Developmental State ”, 2019-2024 Revised MTSF Apex Priority 7: “ A Better Africa and World ”						
Outcome 1 Performance Indicator	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud						
Outcome 1 Target	75% (FY2024/25).						
Annual Target	Audited Target FY2020/21	Audited Target FY2021/22	Audited Target FY2022/23	Estimated Target FY2023/24	MTEF Target FY2024/25	MTEF Target FY2025/26	MTEF Target FY2026/27
Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud resourced	80%	83%	82%	75%	75%	75%	75%

Table 5: Office of the Military Ombud Outcome 2 Performance Indicator Description

Office of the Military Ombud Outcome 2	Accountable and effective governance of the Office of the Military Ombud						
Short Definition	The Office of the Military Ombud Outcome is related to appropriate organisational form and structure , effective, efficient and economic resource administration (HR, Fin, Log and ICT); including the establishment of internal administrative policies, systems, controls and assurance mechanisms to direct, manage, monitor, control and report on the resources allocated to the Office.						
Baseline	All activities and principally administrative activities that ensure or enhance effective and efficient compliance with the National Regulatory Frameworks.						
Justification	The importance of Outcome 2 relates to the degree to which the Office adheres to and abides by the National Legislation and Regulatory Frameworks, to ensure transparency, accountability, governance, compliance and good citizenship in general.						
Links	Foundational MTSF – Pillar 1: “ A Strong and Inclusive Economy ”. 2019-2024 Revised MTSF Apex Priority 2: “ Economic Transformation and Job Creation ”. Foundational MTSF – Pillar 2: “ Capable South Africans ”, 2019-2024 Revised MTSF Apex Priority 6: “ Social Cohesion and Safer Communities ”.						

Office of the Military Ombud Outcome 2	Accountable and effective governance of the Office of the Military Ombud						
	Foundational MTSF - Pillar 3: “A Capable Developmental State”. 2019-2024 Revised MTSF Apex Priority 1: “A capable, ethical and developmental state”. Department of Women, Children and Persons with Disabilities National Strategic Plan (2020-2032): Women, Youth and Persons with Disabilities.						
Outcome 2 Performance Indicator	Percentage of Military Ombud accountability documents submitted in accordance with National prescripts						
Outcome 2 Target	100% (FY2024/25).						
Annual Targets	Audited Target FY2020/21	Audited Target FY2021/22	Audited Target FY2022/23	Estimated Target FY2023/24	MTEF Target FY2024/25	MTEF Target FY2025/26	MTEF Target FY2026/27
Percentage of Military Ombud accountability documents submitted in accordance with National prescripts	100%	100%	100%	100%	100%	100%	100%

OFFICE OF THE MILITARY OMBUD OUTPUTS

The Office of the Military Ombud Outputs are defined as “**what the Office of the Military Ombud produces or delivers**” and includes the final resourced products, goods and services produced for delivery against the Office mandate. The Office of the Military Ombud Outputs are in support of the Office of the Military Ombud Outcome Performance Indicators, as reflected in the Office of the Military Ombud SP (2020-2025) and Table 4 and 5 above. The Office of the Military Ombud Outputs are reflected in Table 6 below:

Table 6: Office of the Military Ombud Outputs

Office of the Military Ombud Output and RBM Prefix	Office of the Military Ombud Output Short Description
Office of the Military Ombud Output 1 (O1): Strategic Direction provided	<p>The Office of the Military Ombud Output 1 “Strategic Direction provided” includes policies, strategies and plans, internal assurance provision and risk management functions which are executed within the Office.</p> <p>The purpose of this Office of the Military Ombud Output includes the following:</p> <ul style="list-style-type: none"> To ensure the implementation of National and departmental policies and strategies through strategies, plans and standing operating procedures and the implementation of these strategies, plans and standing operating procedures. To ensure appropriate organisational form and structure, effective, efficient and economic resource administration and support services (HR, Fin, Log and ICT); including the establishment of internal administrative policies, systems, controls and assurance to direct, manage, monitor, control and report on the resources allocated to the Office. To ensure departmental compliance with Regulatory Framework, statutory requirements, and the implementation of internal and external assurance provider recommendations to ensure the effective administration of the Office.

Office of the Military Ombud Output and RBM Prefix	Office of the Military Ombud Output Short Description
Office of the Military Ombud Output 2 (O2): Military Ombud Operations provided	<p>The Office of the Military Ombud Output 2 "Military Ombud Operations provided" ensures fair, economic and expeditious resolution of complaints within the office of the Military Ombud within set timeframes.</p> <p>The purpose of this Office of the Military Ombud Output is to measure the resolution rate of written complaints submitted and finalised, which include the Intake and Analysis of complaints, the Investigation of complaints and Research and Development.</p> <p>The Military Ombud Act No 4 of 2012 establishes the Office with the objective to investigate and ensure that complaints are finalised in a fair, economical and expeditious manner. The Military Ombud Complaints Regulations, 2015 prescribes in Regulations 5, 6 and 7 that:</p> <ul style="list-style-type: none"> • The Ombud must issue a written acknowledgment of receipt, including the case reference number to the complainant within 14 days of receipt of the complaint. • The Ombud must, within 21 days after issuing an acknowledgment of receipt in writing, notify the complainant of his or her decision to investigate the complaint; refuse to investigate the complaint or request additional information or clarity on the information submitted. • The Ombud may condone the late submission of a complaint and must inform the complainant of the outcome of the application within 28 days of receipt thereof. • The Ombud must investigate complaints subject to the provisions of the Act and resolve it.
Office of the Military Ombud Output 3 (O3): Legal Services provided	<p>The purpose of this Office of the Military Ombud Output 3 "Legal Services provided" is to provide timely, effective and efficient legal support and services to the Office in order to enable it to deliver on its mandate within the regulatory framework.</p> <p>This includes the following:</p> <ul style="list-style-type: none"> • Provide legislative and other legal drafting services to the Office. • Provide legal review and legal advisory services to the Office. • Efficient litigation management to ensure protection of the legal interests of the Office. • NPM inspections and reports.
Office of the Military Ombud Output 4 (O4): Communication Services provided	<p>The purpose of the Office of the Military Ombud Output 4 "Communication services provided" is to ensure an effective, efficient and economical external and internal communication and international relations services to the Office.</p> <p>This includes the following:</p> <ul style="list-style-type: none"> • External Communication management. • Internal Communication management. • International Relations management.

Office of the Military Ombud Output and RBM Prefix	Office of the Military Ombud Output Short Description
Office of the Military Ombud Output 5 (O5): Internal Support provided	The purpose of the Office of the Military Ombud Output 5 " Internal support provided " is relates to the day-to-day organisational administration support to the Military Ombud to ensure the effective, efficient and economic resource administration and support services ((HR, Fin, Log and ICT) and systems, controls and assurance to direct, manage, monitor, control and report on the resources allocated to the Military Ombud.

OFFICE OF THE MILITARY OMBUD PERFORMANCE INFORMATION

The annual and quarterly targets of the outputs as described above are defined in Table 7 and 8 below.

Table 7: Office of the Military Ombud Outcomes, Outputs, Performance Indicators and Targets for FY2024/25 to FY2026/27

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
a	b	c	d	e	f	g	h	i	j
Fair, economical and expeditious resolution of written complaints within the Office of the Military Ombud	Military Operations provided	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	80%	83%	82%	75%	75%	75%	75%
	Communication Services provided	Percentage compliance with communication plan	New Indicator	New Indicator	New Indicator	100%	100%	100%	100%
Accountable and effective governance of the Office of the Military Ombud	Strategic Direction provided	Percentage adherence to the DOD Master Record Index for Policies	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%
		(Implementation of DOD Policies)							
		Percentage adherence to the DOD Master Record Index for Strategies	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%
		(Implementation of DOD Strategies)							
		Percentage adherence to the DOD	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%

Outcome	Outputs	Output Indicators	Annual Targets							
			Audited Performance			Estimated Performance	MTEF Period			
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	
a	b	c	d	e	f	g	h	i	j	
		Master Record Index for Functional and Support Guidelines for Planning, Budgeting, Reporting and Risks Management (Office of the Military Ombud approved Functional and Support Guidelines)								
	Internal Support provided	Percentage adherence to the Military Ombud Master Record Index for Plans (Status Report on the MRI for Plans)	New Indicator	New Indicator	100%	100%	100% (12)	100% (11)	100% (11)	
		Percentage of Military Ombud accountability documents submitted in accordance with National Prescripts (Tabling Office of the Military Ombud AAR)	100%	100%	100%	100%	100% (1)	100% (1)	100% (1)	
		Percentage compliance of the Office of the Military Ombud to parliamentary activities	New Indicator	New Indicator	New Indicator	100%	100%	100%	100%	
		Number of Audit findings within the Office of the Military Ombud	New Indicator	New Indicator	New Indicator	0	0	0	0	
		Number of fruitless and wasteful expenditure within the Office	New Indicator	New Indicator	New Indicator	0	0	0	0	

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
a	b	c	d	e	f	g	h	i	j
		of the Military Ombud							
		Number of irregular expenditure within the Office of the Military Ombud	New Indicator	New Indicator	New Indicator	0	0	0	0

MILITARY OMBUD OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR THE FY2024/25

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

Table 8: Output Indicators, Annual and Quarterly Targets for FY2024/25

Output Indicator	Annual Target FY2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Military Operations provided					
Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	75%	18.75%	37.50%	56.25%	75%
Communication support and services provided					
Percentage compliance with the communication plan	100%	100%	100%	100%	100%
Strategic Direction provided					
Percentage adherence to the DOD Master Record Index for Policies (Implementation of DOD Policies)	100%	100%	100%	100%	100%
Percentage adherence to the DOD Master Record Index for Strategies (Implementation of DOD Strategies)	100%	100%	100%	100%	100%
Percentage adherence to the DOD Master Record Index for Functional and Support Guidelines for Planning, Budgeting, Reporting and Risks Management (Office of the Military Ombud approved Functional and Support Guidelines)	100%	-	100%	-	-
Internal Support provided					
Percentage adherence to the Military Ombud Master Record Index for Plans (Status Report on the Military Ombud MRI for Plans)	100% (12)	8.3% (1)	-	-	91.7% (11)

Output Indicator	Annual Target FY2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Percentage of Military Ombud accountability documents submitted in accordance with National Prescripts (Tabling Office of the Military Ombud AAR)	100% (1)	100% (1)	-	-	-
Percentage compliance of the Office of the Military Ombud to parliamentary activities	100%	100%	100%	100%	100%
Number of Audit findings within the Office of the Military Ombud	0	0	0	0	0
Number of fruitless and wasteful expenditure within the Office of the Military Ombud	0	0	0	0	0
Number of irregular expenditure within the Office of the Military Ombud	0	0	0	0	0

PLANNED PERFORMANCE OVER THE 2024/25 MEDIUM-TERM EXPENDITURE FRAMEWORK PERIOD

Over the 2024/25 MTEF, the Office will pursue the achievement of the **Office of the Military Ombud Outcome 1** “Fair, economical and expeditious resolution of written complaints within the Office of the Military Ombud” and **Outcome 2** “Accountable and effective governance of the Office of the Military Ombud” as articulated in the Office of the Military Ombud SP (2020-2025).

The Office of the Military Ombud Output indicators as presented in Tables 7 and 8 will enable the pursuance of the Military Ombud mandate through the following primary planned performance over the 2024/25 MTEF:

- **Provision of Military Ombud Strategic Direction.** The provision of Military Ombud strategic direction will be enabled through the implementation of national and departmental policies and strategies. The Office will continue the legislative process to amend the Military Ombud Act, Act No 4 of 2012 to address the appropriate Institutional Independence Model for the Office.
- **Provision of Military Ombud Operations.** The Office will ensure the effective and efficient resolution of complaints within the set timeframes through continued improvement of investigation turnaround times. This is evident in the growth of the Office, owing to improvements in the investigation turnaround times and reduction of the carry-over of complaints.
- **Provision of Military Ombud Legal Services.** The provision of Legal Services is to provide timely, effective and efficient legal support and services to the Office in order to enable it to deliver on its mandate within the regulatory framework. This will include legislative and other legal drafting services, legal review and legal advisory services, efficient litigation management to ensure protection of the legal interests of the Office and the conducting of NPM inspections and reports.

- **Provision of Military Ombud Communication Services.** The Office will continue to fulfil its statutory mandate to promote the fundamental rights of serving and former members concerning their conditions of service, as well as the general public regarding the official conduct of members of the SANDF through the implementation of the outreach programme, stakeholder engagements and participation national events.
- **Provision of Military Ombud Internal Support.** To implement the aforementioned national and departmental policies and strategies, the Office develops plans and reports to ensure that performance is measured. The plans which will be developed during the financial year includes the Office of the Military Ombud SP (2025-2030) and the APP for the 2025/26 MTEF. The Office will implement the SP (2020-2025), the APP for 2024/25 and the AOP for the FY2024/25 and will provide the AAR on the performance of the Office during the financial year.

PROGRAMME RESOURCE CONSIDERATIONS

Full Cost. The Expenditure of National Estimates for the Office for FY2024/25 to FY2026/27 is indicated in Table 9 and 10 below.

Table 9: Full Cost for FY2024/25 to FY2026/27

Sub-Programme	Audited Outcome			Adjusted Budget 2023/24	MTEF Estimates					
	2020/21	2021/22	2022/23		2024/25		2025/26		2026/27	
	R'000	R'000	R'000		Full Cost R'000	Budgeted Amount R'000	Full Cost R'000	Budgeted Amount R'000	Full Cost R'000	Budgeted Amount R'000
Military Ombud	R52,150	R50,803	R56,176	R67,163	R99,757	R70,179	R100,880	R73,407	R85,613	R76,711
Total	R52,150	R50,803	R56,176	R67,163	R99,757	R70,179	R100,880	R73,407	R85,613	R76,711
Funding Deviation		-	-	-	-R29,578		-R27,473		-R8,902	

Table 10: Economic Classification for FY2024/25 to FY2026/27

Economic Classification	Economic Classification 3 rd Level	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
Payments	Compensation of Employees	42,951	43,868	44,074	40,164	45,619	47,855	50,426
	Goods and Services	6,512	6,376	9,197	24,605	21,558	20,691	24,644
Payments Total		49,462	50,243	53,270	64,769	67,177	68,546	75,070
Transfers and Subsidies	Departmental Agencies and Accounts	1	1	1	1	1	1	1
	Households	8	36	78	102	105	450	335
	Provincial and Local Government	8	10	8	12	14	14	14
Transfers and Subsidies Total		18	47	88	116	120	465	350
Purchase / Construction Capital Assets	Machinery and Equipment	2,280	513	1,892	778	2,867	4275	1,279
	Software and Intangible Assets	390	0	925	1,500	15	121	11
Purchase/Construction Capital Assets Total		2,670	513	2,818	2,278	2,882	4,396	1,290
Grand Total		52,150	50,803	56,176	67,163	70,179	73,407	76,711

RELATING 2024/25 MEDIUM-TERM EXPENDITURE TRENDS TOWARDS ACHIEVEMENT OF MILITARY OMBUD OUTPUTS

The total budget allocation for FY2024/25 for the Office is **R70,179** million and the expenditure trends are reflected in Table 9. The increase in the baseline when looking at the seven (7) year figures is linked to the increase in personnel as the Office has grown and personnel have been appointed to ensure effective and efficient service delivery.

The total HR budget allocation is **R45,619** million. There is an increase in the HR allocation compared to the allocations of previous years. This increase in the allocation is, however, insufficient to cover the costs relating to the current sixty-three (63) staffed posts plus 2 Reserve Force Posts in the Office.

The operating budget of **R24,560** million remains to satisfy all the operational requirements of which the largest cost drivers being Subsistence and Travel of **R4,017** million, **R3,762** million for Management Consultants, **R2,630** million for training and development which includes the hosting of the annual symposium and training of personnel to ensure that the investigators are using international best practices and **R2,988** million for advertising which includes the placing of adverts in national and local newspapers and on various radio stations to promote the existence of the Office to the public.

ENTERPRISE RISK MANAGEMENT

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

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

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

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

Risk Ref No	Risk Description	Risk Response
MO02/19	<p><u>The lack of institutional independence.</u> The Military Ombud Act, Act No 4 of 2012 does not address the scope of the Military Ombud function which influences the accountability framework, resolution enforcement and powers.</p> <p>The Act furthermore is not aligned with higher order legislation (PFMA) wrt reporting timeframes.</p> <p>The credibility of the Military Ombud to deliver on the mandate is compromised due to a lack of understanding and trust by all stakeholders.</p>	<p>The Office will follow the Legislative amendment/review process to ensure alignment of the Military Ombud Act with the appropriate organisational form identified.</p> <p>Furthermore, the Office will conduct outreach events, including radio interviews to promote the image of the Office, clarify its mandate and engage with stakeholders to ensure that the Office is seen to be independent wrt the finalisation of complaints.</p>
MO01/20	<p><u>Shortfall on Compensation of Employees Budget.</u> Since the Office was created as a line-item, numerous requests were submitted to the DOD explaining that the allocation did not fulfil the requirement wrt the number of staffed posts.</p>	<p>The Military Ombud will continue to address this matter with the Executive Authority.</p>
MO01/22	<p><u>Slow turnaround in finalisation of investigations due to slow response by Services and Divisions.</u> There are mainly three (3) factors that influence the slow turnaround times wrt the finalisation of complaints, namely</p> <ol style="list-style-type: none"> Non receipt of timeous response from DOD (Services and Divisions); Unavailability of information from DOD archives; and Lack of cooperation of stakeholders 	<p>Enforcement of Memorandum of Understanding with Stakeholders and Service level Agreements</p> <p>Monthly engagements between Military Ombud and C SANDF as well as monthly Liaison Forums between the Office and SANDF to monitor progress.</p>

PUBLIC ENTITIES REPORTING TO THE MILITARY OMBUD

There are no public entities reporting to the Military Ombud.

INFRASTRUCTURE PROJECTS

The Office of the Military Ombud has infrastructure projects listed for the 2024/25 MTEF.

DISTRICT BASED SERVICE DELIVERY MODEL

The Office of the Military Ombud Office has no contribution towards the district-based service delivery model.

PUBLIC PRIVATE PARTNERSHIPS

There are no registered public-private partnerships within the Office for the 2024/25 MTEF.

CONDITIONAL GRANTS

The Office of the Military Ombud has no conditional grants for the 2024/25 MTEF.

CONSOLIDATED INDICATORS

The Office of the Military Ombud has no Consolidated Indicators for the FY2024/25 and therefore no Table or Annexure is provided to this APP for the 2024/25 MTEF.

PART D: TECHNICAL INDICATOR DESCRIPTION

Indicator Title	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud
Definition	<ol style="list-style-type: none"> 1. The Military Ombud Act No 4 of 2012 establishes the Office with the objective to investigate and ensure that complaints are finalised in a fair, economical and expeditious manner. The Military Ombud Complaints Regulations, 2015 prescribes in Regulations 5, 6 and 7 that: <ol style="list-style-type: none"> a. The Ombud must issue a written acknowledgment of receipt, including the case reference number to the complainant within 14 days of receipt of the complaint. b. The Ombud must, within 21 days after issuing an acknowledgment of receipt in writing, notify the complainant of his or her decision to investigate the complaint; refuse to investigate the complaint or request additional information or clarity on the information submitted. c. The Ombud may condone the late submission of a complaint and must inform the complainant of the outcome of the application within 28 days of receipt thereof. d. The Ombud must investigate complaints subject to the provisions of the Act and resolve it. 2. Defining Fair, economical and expeditious: <ol style="list-style-type: none"> a. Fairness: Deal fairly and honestly with all stakeholders ensuring equitable distribution of rights and obligations as regulated, thus ensuring both substantive and procedural fairness to Complainants and Respondence. b. Economical: Deal with a matter before the Military Ombud, utilising Human, Financial and Material resources fit for the matter at hand. c. Expeditious: Deal as quickly and promptly with complaints as prescribed in the Military Ombud Regulations and the Service Delivery Standards of the Military Ombud. Deploying all reasonable efforts for Complainants and Respondence to respond promptly. 3. Defining Simple, Complex and Carry-Over Complaints: <ol style="list-style-type: none"> a. Simple Complaints are those which require less human resource hours and possibly less financial and material resources, and can be finalised by mostly a “desktop” investigation requiring data analysis fairly easily available and takes less than 181 days. b. Complex Complaints are those which involves a greater depth of investigation, including researching multiple data sources obtained from various stakeholders or various methods requiring more human resource hours and possibly more financial and material resources which may take longer than 180 days. c. Carry-Over Complaints are those complaints not resolved by the Military Ombud on 31 March of each financial year.
Purpose of the Indicator	The purposed of the indicator is to measure the resolution rate of written complaints submitted.
Source of Data	<ol style="list-style-type: none"> 1. Military Ombud Act, Act No 4 of 2012. 2. Military Ombud Regulations, 2015. 3. Office of the Military Ombud Complaints Handling Manual (Version 2, dated 05 September 2019).

Indicator Title	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud
	4. Written complaint database. 5. Military Ombud Annual Operational Plan for FY2024/25.
Method of Calculation or Assessment	Score (% Progress) = (total number of simple complaints resolved per annum + total number of complex complaints resolved per annum + carry over complaints resolved within an annum) / 3
Means of Verification	1. Military Ombud Act, Act No 4 of 2012. 2. Military Ombud Regulations, 2015. 3. Office of the Military Ombud Complaints Handling Manual (Version 2, dated 05 September 2019). 4. Written complaint database. 5. Military Ombud Annual Operational Plan for FY2024/25.
Assumptions	Complaints are resolved in a fair, economic, expeditious manner within the set timeframes
Disaggregation of Beneficiaries (where applicable)	Target for Woman: Not Applicable (N/A) Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)
Reporting Cycle	Quarterly
Desired Performance	75% written complaints resolved within the timeframe set
Indicator Responsibility	Chief Director Operations

Indicator Title	Percentage compliance with the Communication Plan
Definition	<ol style="list-style-type: none"> 1. The aim of this indicator is to measure the number of Communication Services interventions planned versus successfully implemented. 2. This indicator will measure a number of activities planned for namely: 3. <u>Outreach programme</u> – To conduct the Outreach Programme to Serving and Former Members of the South African National Defence Force (SANDF) as well as Members of the public with the aim to create awareness on the mandate and operations of the Office. 4. <u>Stakeholder Relationship Management</u> which includes image management and reputation management – Participate in stakeholder engagements in order to have a common position that reflect the needs of respective organisations with an aim to exert greater influence and utilise consultations to strengthen the mandate of the Office. 5. <u>Branding and Marketing of the Office</u> – To ensure positive brand identity for the Office in line with the Corporate Identity Manual. 6. <u>Internal Communication Provided</u> – To promote internal engagements with Staff Members through information sharing and internal events coordination. 7. <u>Corporate Events Management</u> – To coordinate external events with the with the aim to foster social cohesion. To conceptualise and implement external events to share the best practices with stakeholders of interest and to promote the mandate of the Office. 8. <u>External communication material</u> – To build, sustain and maintain good working relations with the media to improve brand awareness and promote positive image of the Office. Ensure that media engagements are strategic, objective and results driven.

Indicator Title	Percentage compliance with the Communication Plan
	<p>9. <u>Digital Media</u> –To reflect the brand of the Office and use as these platforms as messaging tool for internal and external audiences and to promote a better understanding of the Office's mandate and pertinent information.</p> <p>10. <u>Promote International Relations</u> – To ensure that international relations engagements are undertaken in the context of building the international reputation of the Office. Ensure that the Office is represented at identified multilateral bodies to promote its interest and to influence resolutions, decisions and outcomes.</p>
Purpose of the Indicator	To measure the level of compliance of planned activities in the Communication Plan
Source of Data	<ol style="list-style-type: none"> 1. Military Ombud Annual Performance Plan 2. Corporate Communication Strategy 3. Corporate Communication external communication plan 4. Government Communication Information System (GCIS) guidelines 5. Communication Information Manual 6. Annual Operational Plan 7. Government Communication Policy
Method of Calculation or Assessment	<p>Number of initiatives achieved in compliance with the Communication plan =</p> <p>A = Outreaches planned versus achieved</p> <p>B = Stakeholder Relationship engagements planned versus achieved</p> <p>C = Branding and Marketing initiatives planned versus achieved</p> <p>D = External Communication Provided planned versus achieved</p> <p>E = Digital Media initiatives planned versus achieved</p> <p>F = Corporate Events planned versus achieved</p> <p>G = International Relations planned versus achieved</p> <p>H = Internal Communication material planned versus achieved</p> <p>score = A+B+C+D+E+F+G+H divided by the number of planned initiatives in the corporate cummunication plan (8) x100 = % compliance</p>
Means of Verification	<ol style="list-style-type: none"> 1. Military Ombud Annual Performance Plan 2. Corporate Communication Strategy 3. Corporate Communication external communication plan 4. GCIS guidelines 5. Communication Information Manual 6. Annual Operational Plan 7. Government Communication Policy
Assumptions	<ol style="list-style-type: none"> 1. National State of Disaster does not impact negatively on the Outreach Pan and Stakeholder Engagements. Website is constantly monitored and ensure that is working optimally. 2. Availability of the necessary resources (financial, human and technological) to effectively implement the communication plan.
Disaggregation of Beneficiaries (where applicable)	<p>Target for Woman: N/A</p> <p>Target for Youth: N/A</p> <p>Target for People with Disabilities: N/A</p>
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (Year-to-date)

Indicator Title	Percentage compliance with the Communication Plan
Reporting Cycle	Quarterly
Desired Performance	100% of initiatives achieved in compliance with the communication plan
Indicator Responsibility	Director Communication Services

Indicator Title	Percentage adherence to the DOD Master Record Index for Policies (Implementation of DOD Policies)
Definition	The Master Record Index (MRI) for Policies which is a control index of all Department of Defence (DOD) Policies to be implemented by the Office of the Military Ombud.
Purpose of the Indicator	The purpose of the indicator is to measure the implementation of DOD Policies by the Office of the Military Ombud.
Source of Data	DOD Policy Website. DOD MRI for Policies.
Method of Calculation or Assessment	Score = $X/Y \times 100 = \%$. X = total number of DOD Policies received by the Office of the Military Ombud. Y = total number of DOD Policies implemented by the Office of the Military Ombud. Percentage Score = total number of DOD Policies received by the Office of the Military Ombud/ total number of DOD Policies implemented by the Office of the Military Ombud * 100.
Means of Verification	DOD Policy Website. DOD MRI for Policies.
Assumptions	Promulgated DOD Policies are distributed to the Office of the Military Ombud.
Disaggregation of Beneficiaries (where applicable)	1. Target for Women: N/A. 2. Target for Youth: N/A. 3. Target for People with Disabilities: N/A.
Spatial Transformation (where applicable)	N/A.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired Performance	DOD promulgated Policies implemented by the Office of the Military Ombud.
Indicator Responsibility	Chief Corporate Support (Deputy Director Policy, Strategy and Planning)

Indicator Title	Percentage adherence to the DOD Master Record Index for Strategies (Implementation of DOD Strategies)
Definition	The Master Record Index (MRI) for Strategies which is a control index of all Department of Defence (DOD) Strategies to be implemented by the Office of the Military Ombud.
Purpose of the Indicator	The purpose of the indicator is to measure the implementation of DOD Strategies by the Office of the Military Ombud.
Source of Data	DOD MRI for Strategies.
Method of Calculation or Assessment	Score = $X/Y \times 100 = \%$. X = total number of DOD Strategies received by the Office of the Military Ombud. Y = total number of DOD Strategies implemented by the Office of the Military Ombud. Percentage Score = total number of DOD Strategies received by the Office of the Military Ombud/ total number of DOD Strategies implemented by the Office of the Military Ombud * 100.

Indicator Title	Percentage adherence to the DOD Master Record Index for Strategies (Implementation of DOD Strategies)
Means of Verification	DOD MRI for Strategies.
Assumptions	Promulgated DOD Strategies are distributed to the Office of the Military Ombud.
Disaggregation of Beneficiaries (where applicable)	<ol style="list-style-type: none"> 1. Target for Women: N/A. 2. Target for Youth: N/A. 3. Target for People with Disabilities: N/A.
Spatial Transformation (where applicable)	N/A.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired Performance	DOD promulgated Strategies implemented by the Office of the Military Ombud.
Indicator Responsibility	Chief Corporate Support (Deputy Director Policy, Strategy and Planning)

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record for Functional and Support Guidelines
Definition	<ol style="list-style-type: none"> 1. The term “MRI” refers to the Master Record Index (MRI) for the Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk Management which is a control index of all the Office of the Military Ombud Functional and Support Guidelines to direct Office of the Military Ombud Units in the development of Operational and Support Plans.
Purpose of the Indicator	<ol style="list-style-type: none"> 1. To ensure that appropriate, effective and efficient management and support services are provided to the Office of the Military Ombud, functional and support direction is provided through the approved annual Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting and Reporting, which inform the development of functional and support plans. 2. Chief Corporate Support (CCS) (Policy, Strategy Planning) is responsible for the following: <ol style="list-style-type: none"> a. Drafting of the Office of the Military Ombud Functional and Support Guidelines Instruction. b. Hosting of the Office of the Military Ombud Functional and Support Guidelines Workshop. c. Submission of all submitted Office of the Military Ombud Functional and Support Guidelines to the Military Ombud for approval. 3. The Office of the Military Ombud Unit Managers are responsible for the following in terms of the Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk Management: <ol style="list-style-type: none"> a. Development of the draft Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk Management, in their respective areas. b. Submission of the draft Functional and Support Guidelines during the 1st quarter. c. Attendance and presentations during the Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk Management Workshop during the 1st quarter. d. Finalisation and submission of the final/signed-off Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record for Functional and Support Guidelines																																																														
	<p>Management to the Policy, Strategy and Planning Office prior to submission to the Military Ombud for approval.</p> <p>4. The following Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk Management are as indicated below:</p> <table border="1" data-bbox="531 398 1439 1330"> <thead> <tr> <th data-bbox="531 398 603 477"></th> <th data-bbox="603 398 1059 477">Functional Guidelines to be submitted to Policy, Strategy and Planning (PSP)</th> <th data-bbox="1059 398 1257 477">Owner</th> <th data-bbox="1257 398 1439 477">Target for the FY2024/25</th> </tr> </thead> <tbody> <tr> <td data-bbox="531 477 603 524">1</td> <td data-bbox="603 477 1059 524">Human Resource (HR) Guidelines</td> <td data-bbox="1059 477 1257 524">CCS (HR)</td> <td data-bbox="1257 477 1439 524">2nd</td> </tr> <tr> <td data-bbox="531 524 603 571">2</td> <td data-bbox="603 524 1059 571">Financial (Fin) Guidelines</td> <td data-bbox="1059 524 1257 571">CCS (Fin)</td> <td data-bbox="1257 524 1439 571">2nd</td> </tr> <tr> <td data-bbox="531 571 603 618">3</td> <td data-bbox="603 571 1059 618">Logistic (Log) and Procurement Guidelines</td> <td data-bbox="1059 571 1257 618">CCS (Log)</td> <td data-bbox="1257 571 1439 618">2nd</td> </tr> <tr> <td data-bbox="531 618 603 696">4</td> <td data-bbox="603 618 1059 696">Information, Technology and Communication (ICT) Guidelines</td> <td data-bbox="1059 618 1257 696">CCS (ICT)</td> <td data-bbox="1257 618 1439 696">2nd</td> </tr> <tr> <td data-bbox="531 696 603 775">5</td> <td data-bbox="603 696 1059 775">Corporate Communication Guidelines</td> <td data-bbox="1059 696 1257 775">Head of Communication</td> <td data-bbox="1257 696 1439 775">2nd</td> </tr> <tr> <td data-bbox="531 775 603 822">6</td> <td data-bbox="603 775 1059 822">Performance Information Guidelines</td> <td data-bbox="1059 775 1257 822">CCS (PSP)</td> <td data-bbox="1257 775 1439 822">2nd</td> </tr> <tr> <td data-bbox="531 822 603 869">7</td> <td data-bbox="603 822 1059 869">Risks Management Guidelines</td> <td data-bbox="1059 822 1257 869">CCS (PSP)</td> <td data-bbox="1257 822 1439 869">2nd</td> </tr> <tr> <td data-bbox="531 869 603 916">8</td> <td data-bbox="603 869 1059 916">Anti-corruption and Anti-fraud Guidelines</td> <td data-bbox="1059 869 1257 916">CCS (FSRM)</td> <td data-bbox="1257 869 1439 916">2nd</td> </tr> <tr> <td data-bbox="531 916 603 963">9</td> <td data-bbox="603 916 1059 963">Performance Agreement Guidelines</td> <td data-bbox="1059 916 1257 963">CCS (HR)</td> <td data-bbox="1257 916 1439 963">2nd</td> </tr> <tr> <td colspan="4" data-bbox="531 963 1439 1010">Support Guidelines</td> </tr> <tr> <td data-bbox="531 1010 603 1088">10</td> <td data-bbox="603 1010 1059 1088">Annual Performance Guidelines (Template for Operational Plans).</td> <td data-bbox="1059 1010 1257 1088">CCS (PSP)</td> <td data-bbox="1257 1010 1439 1088">2nd</td> </tr> <tr> <td data-bbox="531 1088 603 1200">11</td> <td data-bbox="603 1088 1059 1200">Office of the Military Ombud Timeline for Planning, Budgeting, Reporting and Risks Management.</td> <td data-bbox="1059 1088 1257 1200">CCS (PSP)</td> <td data-bbox="1257 1088 1439 1200">2nd</td> </tr> <tr> <td data-bbox="531 1200 603 1247">12</td> <td data-bbox="603 1200 1059 1247">Organisational and Process Guidelines</td> <td data-bbox="1059 1200 1257 1247">CCS (PSP)</td> <td data-bbox="1257 1200 1439 1247">2nd</td> </tr> <tr> <td data-bbox="531 1247 603 1330">13</td> <td data-bbox="603 1247 1059 1330">Reporting, Monitoring and Evaluation Guidelines</td> <td data-bbox="1059 1247 1257 1330">CCS (PSP)</td> <td data-bbox="1257 1247 1439 1330">2nd</td> </tr> </tbody> </table>				Functional Guidelines to be submitted to Policy, Strategy and Planning (PSP)	Owner	Target for the FY2024/25	1	Human Resource (HR) Guidelines	CCS (HR)	2 nd	2	Financial (Fin) Guidelines	CCS (Fin)	2 nd	3	Logistic (Log) and Procurement Guidelines	CCS (Log)	2 nd	4	Information, Technology and Communication (ICT) Guidelines	CCS (ICT)	2 nd	5	Corporate Communication Guidelines	Head of Communication	2 nd	6	Performance Information Guidelines	CCS (PSP)	2 nd	7	Risks Management Guidelines	CCS (PSP)	2 nd	8	Anti-corruption and Anti-fraud Guidelines	CCS (FSRM)	2 nd	9	Performance Agreement Guidelines	CCS (HR)	2 nd	Support Guidelines				10	Annual Performance Guidelines (Template for Operational Plans).	CCS (PSP)	2 nd	11	Office of the Military Ombud Timeline for Planning, Budgeting, Reporting and Risks Management.	CCS (PSP)	2 nd	12	Organisational and Process Guidelines	CCS (PSP)	2 nd	13	Reporting, Monitoring and Evaluation Guidelines	CCS (PSP)	2 nd
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Source of data	<ol style="list-style-type: none"> Minutes of the Office of the Military Ombud Functional and Support Guidelines Workshop. The approved Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risks Management for the next planning cycle (Y+2). Office of the Military Ombud Functional and Support Guidelines published on the Military Ombud Repository. Proof of distribution to Office of the Military Ombud Functional and Support Plan owners. 																																																														
Method of Calculation/ Assessment	<p>Actual number of Office of the Military Ombud Functional and Support Guidelines submitted by the various Functional and Support owners divided by total number of Office of the Military Ombud Functional and Support Guidelines required to be submitted by the various Functional and Support owners for promulgation.</p> <p>Y = Total number of Office of the Military Ombud Functional and Support Guidelines submitted.</p> <p>T = Total number of Office of the Military Ombud Functional and Support Guidelines required to be submitted.</p> <p>Score = Y/T * 100%</p>																																																														
Means of verification	<ol style="list-style-type: none"> Minutes of the Office of the Military Ombud Functional and Support Guidelines Workshop. 																																																														

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record for Functional and Support Guidelines
	<ol style="list-style-type: none"> 2. The approved Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risks Management for the next planning cycle (Y+2). 3. Office of the Military Ombud Functional and Support Guidelines published on the Military Ombud Repository. 4. Proof of distribution to Office of the Military Ombud Functional and Support Plan owners.
Assumptions	<ol style="list-style-type: none"> 1. The DOD Functional and Support Guidelines for Planning, Budgeting, Reporting and Risks Management is promulgated and distributed to all Services/Divisions/Public Entities and Organs of State to direct the management and support services in the Office of the Military Ombud.
Disaggregation of Beneficiaries (where applicable)	<ol style="list-style-type: none"> 1. Target for Women: N/A. 2. Target for Youth: N/A. 3. Target for People with Disabilities: N/A.
Spatial Transformation (where applicable)	N/A.
Calculation Type	Cumulative.
Reporting Cycle	Quarterly.
Desired performance	Promulgated Office of the Military Ombud Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk Management.
Indicator Responsibility	Chief Corporate Support (Deputy Director Policy, Strategy and Planning)

Indicator Title	Percentage adherence to the Military Ombud Master Record Index for Plans (Status Report on the MRI for Plans)
Definition	<ol style="list-style-type: none"> 1. The term "MRI" refers to the Master Record Index for Plans which is a control index of all Office of the Military Ombud Plans and Support Plans to be submitted to Internal and External Stakeholders on specific target dates as specified in National Frameworks and by organisational instructions/directives.
Purpose of the Indicator	<ol style="list-style-type: none"> 1. The purpose of this indicator is to track the progress of the development, approval, and promulgation of Office of the Military Ombud Plans and Support Plans. 2. In terms of Section 8 of the Defence Act, 2002 (Act No. 42 of 2002), the Head of the Department and the Accounting Officer for Defence as contemplated in Section 36 of the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA) is to ensure that the Office maintains effective, efficient and transparent systems of financial, risk management and internal control. 3. Resulting from the establishment of the Public Entities Oversight Forum by National Treasury and the launching of the Planning, Monitoring and Evaluation Community of Practice "for Schedule 3A Public Entities and Constitutional Institutions" dated 30 October 2015 by the Department of Planning, Monitoring and Evaluation (DPME) planning instruments and quarterly reporting by Public Entities and Organs of State, which are reporting to the Executive Authority, must be submitted for approval by the Executive Authority. 4. The Military Ombud MRI for Plans is a management tool to ensure the Office's timely submission of approved Plans to Internal Stakeholder and External Stakeholders, as and when required. 5. The management of the MRI for Plans includes a Status Report being presented at the MANCO on a quarterly basis to monitor the progress of the development, approval, promulgation and implementation of Office of the Military Ombud Plans and Support Plans,

Indicator Title	Percentage adherence to the Military Ombud Master Record Index for Plans (Status Report on the MRI for Plans)																																																		
	<p>through instructions/directives and the submission of organisational plans in accordance of National Prescripts and instructions/directives.</p> <p>6. The Performance Indicator specialist, who is responsible for the management of the MRI for Plans, will report also against the APP for a specific year, on a quarterly basis.</p> <p>7. To ensure compliance with National Regulatory requirements and instructions/directives, the following eight steps will be followed by Office of the Military Ombud Plans and Support Plans, to ensure compliance with the MRI for Plans:</p> <ol style="list-style-type: none"> The development of the Office of the Military Ombud Plans and Support Plans. The presentation to the MANCO (if required) for endorsement, prior to submission to the EXCO. The submission for approval to the Military Ombud, prior to submission to the required Internal and/or External Stakeholders, where required. The submission of approved Plans to External and Internal Stakeholders as per National Prescripts and instructions. The implementation of the approved Office of the Military Ombud Plans and Support Plans. The submission of the proof of Office of the Military Ombud Plans and Support Plans been submitted to Internal and External Stakeholders by the Policy, Strategy and Planning to ensure safekeeping for audit purposes. Publishing of the Office of the Military Ombud Plans and Support Plans Internet (SP and APP) and the Military Ombud Repository. <p>8. The Office of the Military Ombud Plans and Support Plans, which inform the long-, medium- and short-term planning of the Office are listed in the table below. To inform the reporting against the status of these plans, the targets for the FY2024/25 are included as follows:</p>																																																		
	<table border="1"> <thead> <tr> <th colspan="2" data-bbox="523 1196 1054 1279">Office of the Military Ombud Plans</th> <th data-bbox="1054 1196 1246 1279">Targets for the FY2024/25</th> <th data-bbox="1246 1196 1449 1279">Date of Submission</th> </tr> </thead> <tbody> <tr> <td data-bbox="523 1279 596 1357">1</td> <td data-bbox="596 1279 1054 1357">Office of the Military Ombud Strategic Plan (5 year).</td> <td data-bbox="1054 1279 1246 1357">1</td> <td data-bbox="1246 1279 1449 1357">4th Quarter</td> </tr> <tr> <td data-bbox="523 1357 596 1435">2</td> <td data-bbox="596 1357 1054 1435">Office of the Military Ombud Annual Performance Plan (Annually).</td> <td data-bbox="1054 1357 1246 1435">1</td> <td data-bbox="1246 1357 1449 1435">4th Quarter</td> </tr> <tr> <td data-bbox="523 1435 596 1514">3</td> <td data-bbox="596 1435 1054 1514">Office of the Military Ombud Annual Operational Plan (Annually).</td> <td data-bbox="1054 1435 1246 1514">1</td> <td data-bbox="1246 1435 1449 1514">4th Quarter</td> </tr> <tr> <td colspan="4" data-bbox="523 1514 1449 1570">Operational Plans</td> </tr> <tr> <td data-bbox="523 1570 596 1648">4</td> <td data-bbox="596 1570 1054 1648">Office of the Military Ombud Operational Plans (Annually)².</td> <td data-bbox="1054 1570 1246 1648">4</td> <td data-bbox="1246 1570 1449 1648">4th Quarter</td> </tr> <tr> <td colspan="4" data-bbox="523 1648 1449 1704">Support Plans</td> </tr> <tr> <td data-bbox="523 1704 596 1749">5</td> <td data-bbox="596 1704 1054 1749">Human Resource Plan (Annually).</td> <td data-bbox="1054 1704 1246 1749">1</td> <td data-bbox="1246 1704 1449 1749">1st Quarter</td> </tr> <tr> <td data-bbox="523 1749 596 1794">6</td> <td data-bbox="596 1749 1054 1794">Logistic and Procurement Plan (Annually).</td> <td data-bbox="1054 1749 1246 1794">1</td> <td data-bbox="1246 1749 1449 1794">4th Quarter</td> </tr> <tr> <td data-bbox="523 1794 596 1839">7</td> <td data-bbox="596 1794 1054 1839">Corporate Communication Plan.</td> <td data-bbox="1054 1794 1246 1839">1</td> <td data-bbox="1246 1794 1449 1839">4th Quarter</td> </tr> <tr> <td data-bbox="523 1839 596 1883">8</td> <td data-bbox="596 1839 1054 1883">Anti-corruption and Anti-fraud Plan.</td> <td data-bbox="1054 1839 1246 1883">1</td> <td data-bbox="1246 1839 1449 1883">4th Quarter</td> </tr> <tr> <td data-bbox="523 1883 596 1951">9</td> <td data-bbox="596 1883 1054 1951">Information and Communication Technology Plan.</td> <td data-bbox="1054 1883 1246 1951">1</td> <td data-bbox="1246 1883 1449 1951">4th Quarter</td> </tr> </tbody> </table>			Office of the Military Ombud Plans		Targets for the FY2024/25	Date of Submission	1	Office of the Military Ombud Strategic Plan (5 year).	1	4 th Quarter	2	Office of the Military Ombud Annual Performance Plan (Annually).	1	4 th Quarter	3	Office of the Military Ombud Annual Operational Plan (Annually).	1	4 th Quarter	Operational Plans				4	Office of the Military Ombud Operational Plans (Annually) ² .	4	4 th Quarter	Support Plans				5	Human Resource Plan (Annually).	1	1 st Quarter	6	Logistic and Procurement Plan (Annually).	1	4 th Quarter	7	Corporate Communication Plan.	1	4 th Quarter	8	Anti-corruption and Anti-fraud Plan.	1	4 th Quarter	9	Information and Communication Technology Plan.	1	4 th Quarter
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² These Office of the Military Ombud includes the Unit's Operational Plans.

Indicator Title	Percentage adherence to the Military Ombud Master Record Index for Plans (Status Report on the MRI for Plans)		
	Total	12 (100%)	1st QR = 8.3% 2nd QR = 91.7%
Source of Data	<ol style="list-style-type: none"> 1. Proof of submissions to the Executive Authority for approval (SP and APP). 2. Proof of submissions to the Military Ombud for approval (SP and APP). 3. Proof of submission of approved Operational Performance Plans. 4. Proof of approval letters signed by the Executive Authority, (where required). 5. Proof of approval letters signed by the Functional Owners (Functional Plans). 6. Promulgated DOD Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk Management, 7. Proof of approved Office of the Military Ombud Plans and Support Plans by the Executive Authority, and Military Ombud, where required. 8. Proof approved Office of the Military Ombud Plans and Support Plans, as submitted to Internal and External Stakeholders (Approved Plan and proof of submission). 9. Proof of tabling and Parliamentary Announcements, Tabling and Committee Reports. 10. Instructions related to Planning, Budgeting, Reporting and Risks Management as on the Military Ombud Repository. 11. MRI for Plans Status Report as on file at Policy, Strategy and Planning. 12. Annual Performance Plan for a specific financial year. 		
Method of Calculation or Assessment	<p>X = Total number of approved Office of the Military Ombud Plans and Support Plans submitted in accordance with the MRI for Plans.</p> <p>Y = Total number of approved Office of the Military Ombud Plans and Support Plans required to be submitted in accordance with the MRI for Plans.</p> <p>Score = $X/Y \times 100 = \%$</p>		
Means of Verification	<ol style="list-style-type: none"> 1. Proof of submissions to the Executive Authority for approval (SP and APP). 2. Proof of submissions to the Military Ombud for approval (SP and APP). 3. Proof of submission of approved Operational Performance Plans. 4. Proof of approval letters signed by the Executive Authority, (where required). 5. Proof of approval letters signed by the Functional Owners (Functional Plans). 6. Promulgated DOD Functional and Support Guidelines for Planning, Budgeting, Reporting and Risk Management, 7. Proof of approved Office of the Military Ombud Plans and Support Plans by the Executive Authority, and Military Ombud, where required. 8. Proof approved Office of the Military Ombud Plans and Support Plans, as submitted to Internal and External Stakeholders (Approved Plan and proof of submission). 9. Proof of tabling and Parliamentary Announcements, Tabling and Committee Reports. 10. Instructions related to Planning, Budgeting, Reporting and Risks Management as on the Military Ombud Repository. 11. MRI for Plans Status Report as on file at Policy, Strategy and Planning. 1. Annual Performance Plan for a specific financial year. 		
Assumptions	<ol style="list-style-type: none"> 1. Strategies are established to inform the formulation of planning instruments. 		

Indicator Title	Percentage adherence to the Military Ombud Master Record Index for Plans (Status Report on the MRI for Plans)
	<p>2. Office of the Military Ombud Plans and Support Plans Owners have clearly articulated and approved Performance Agreements referring to the responsibility to manage, develop, approve and safe keep of the relevant Office of the Military Ombud Plans and Support Plans.</p> <p>3. Internal control mechanisms have been established by Owners ensure quality control and compliance with applicable National and Departmental Timelines and Departmental instructions/directives.</p> <p>4. Office of the Military Ombud Plans and Support Plans ensure the submission of plans are in compliance with applicable National and Departmental Timelines and Departmental instructions/directives.</p>
Disaggregation of Beneficiaries (where applicable)	<p>1. Target for Women: N/A.</p> <p>2. Target for Youth: N/A.</p> <p>3. Target for People with Disabilities: N/A.</p>
Spatial Transformation (where applicable)	N/A.
Calculation Type	Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Submission of Office of the Military Ombud Plans and Support Plans as per the Timeline, thereby ensuring full compliance with National Regulatory Frameworks and departmental instructions/directives.
Indicator Responsibility	Chief Corporate Support (Deputy Director Policy, Strategy and Planning).

Indicator Title	Percentage of Office of the Military Ombud accountability documents submitted in accordance with National Prescripts
Definition	<p>1. The indicator describes the compliance by Office of the Military Ombud in terms of the accountability for the submission of accountability documents and other statutory documents required by National Prescripts.</p> <p>2. Office of the Military Ombud accountability documents, which are in support of the Office accountability documents are:</p> <ol style="list-style-type: none"> Monthly Reports. Quarterly Reports. Annual Activity Report. Performance Agreements. Financial Disclosures. Monthly Financial Reports. All applicable Functional Reports (against the Functional Plans)
Purpose of the Indicator	<p>1. To ensure compliance, Office of the Military Ombud is to develop and submit accountability documents through a specific financial year in accordance with the National and Departmental prescripts.</p> <p>2. The Office Accountability Documents to be submitted to the higher level of command and as aligned to the Department of Defence (DOD) Timeline for Planning, Budgeting, Reporting and Risk Management for a specific financial year are the following:</p>

Indicator Title	Percentage of Office of the Military Ombud accountability documents submitted in accordance with National Prescripts			
	S/No	Office of the Military Ombud Accountability Documents	Target for the FY2024/25	Submission date
	1	Development and submission of Office of the Military Ombud Monthly Reports.	12	Each Month
	S/No	Office of the Military Ombud Accountability Documents	Target for the FY2024/25	Submission date
	2	Development and submission of Office of the Military Ombud Quarterly Performance Reports.	4	Quarterly
	3	Development and submission of Office of the Military Ombud Annual Activity Report.	1	1 st Quarter
	4	Proof of Office of the Military Ombud Senior Management Staff (SMS), Middle Management Staff (MMS), Procurement and Financial members' Financial Disclosures (E-Disclosure) (Annually).	Number pending on the number of SMS, MMS and members responsible for procurement within the entity	1 st Quarter
	5	Performance Agreements to Human Resource Management (Annually).	Number pending the number of SMS members within the entity	1 st Quarter
	6	Submissions of Office of the Military Ombud PMDSs.	Number pending the number of personnel within the entity	4 th Quarter
	7	Office of the Military Ombud submission of attendance registers.	12	Each Month
	8	Office of the Military Ombud submission of asset register.	1	Each Quarter
	9	Office of the Military Ombud Payment of telephone account.	12	Each Month
	10	Finalisation of S & T claims (Reconciliation).	When applicable	When applicable
	11	Finalisation of legitimate invoices for payments (Reconciliation).	When applicable	When applicable
	12	Monthly Financial Reports.	12	Monthly
13	All applicable Functional Reports (against the Functional Plans)	4	Quarterly	
Source of data	<ol style="list-style-type: none"> 1. Office of the Military Ombud Performance, Monitoring and Evaluation Annual and Quarterly Reporting Instructions. 2. Office of the Military Ombud Instructions. 3. DOD Timeline for Planning, Budgeting, Reporting and Risk Management for a specific financial year. 4. Office of the Military Ombud Timeline for Planning, Budgeting, Reporting and Risk Management for a specific financial year. 			

Indicator Title	Percentage of Office of the Military Ombud accountability documents submitted in accordance with National Prescripts
Method of Calculation/ Assessment	<p>Actual number of Office of the Military Ombud accountability documents submitted divided by total number of accountability documents required to be submitted.</p> <p>X = Total number of Office of the Military Ombud accountability documents submitted in accordance with National and Departmental prescripts and the DOD Timeline for Planning, Budgeting, Reporting and Risk Management.</p> <p>Y = Total number of Office of the Military Ombud accountability/statutory documents required to be submitted in accordance with National and Departmental prescripts and the DOD Timeline for Planning, Budgeting, Reporting and Risk Management.</p> <p>Score = $X/Y * 100\%$.</p>
Means of Verification	<ol style="list-style-type: none"> 1. Proof of submission Office of the Military Ombud SMS Performance Agreements submitted to HR. 2. Proof of Office of the Military Ombud SMS Financial E-Disclosures to HR. 3. Proof of Office of the Military Ombud MMS Financial E-Disclosures submitted. 4. Proof of Office of the Military Ombud Financial and Procurement Officials E-Disclosures submitted. 5. Proof of Office of the Military Ombud Monthly Report submitted. 6. Proof of Office of the Military Ombud Quarterly Reports submitted to DDPME. 7. Proof of Office of the Military Ombud Annual Activity Report submitted. 8. Proof of Office of the Military Ombud Attendance Registers submitted. 9. Proof of submission of Office of the Military Ombud members' performance agreements to higher command for approval. 10. Proof of submissions of Office of the Military Ombud PMDSs to HR. 11. Proof of Payment of telephone account. 12. Proof of submitted S & T claims (Reconciliation). 13. Proof of payments (Reconciliation).
Assumptions	<ol style="list-style-type: none"> 1. Office of the Military Ombud and Sub-directorates/sub-programmes have clearly articulated and approved Performance Agreements referring to the responsibility to manage the relevant accountability and statutory documents. 2. Internal control mechanisms have been established by Office of the Military Ombud to ensure quality control and compliance with applicable Timelines for the listed Office of the Military Ombud Accountability Documents. 3. Office of the Military Ombud and Sub-directorates/sub-programmes to ensure the submission are accurately reflected in the published Timelines. 4. Approved Office of the Military Ombud APP for the respective financial year.
Disaggregation of Beneficiaries (where applicable)	<ol style="list-style-type: none"> 1. Target for Women: N/A. 2. Target for Youth: N/A. 3. Target for People with Disabilities: N/A.
Spatial Transformation (where application)	N/A.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired performance	All the required Office of the Military Ombud accountability documents are submitted according to National and Departmental prescripts and the provided Timelines.

Indicator Title	Percentage of Office of the Military Ombud accountability documents submitted in accordance with National Prescripts
Indicator Responsibility	Chief Corporate Support (Deputy Director Policy Strategy and Planning).

Indicator Title	Percentage compliance of the Office of the Military Ombud to Parliamentary activities
Definition	<ol style="list-style-type: none"> 1. Parliamentary questions are tools that can be used by Members of Parliament and or Portfolio Committees to seek information or to press National Departments, Public Entities and Organs of State, reporting to the Executive Authority, for action. 2. They oblige Ministers to explain and defend the work, policy decisions and actions of their departments. All questions tabled are published provisionally in the blue pages of the Order Paper (Announcement, Tabling and Committee Reports] the 'blues') and thereafter appear in the Question Book (the 'whites') and on the Parliamentary Information Management System (PIMS). 3. All answers (and the original questions), whether transcribed from the Chamber or recorded from a printed format, are set out in the Official Report and PIMS so they are easily accessible. 4. There are four categories of question in the National Assembly: <ol style="list-style-type: none"> a. Questions for Oral Answer. b. Questions for Written Answer c. Cross-cutting questions. d. Urgent Questions. 5. According to the Minister of Defence and Military Veterans (MOD&MV) Agreement with the President (October 2020) and the MOD&MV Priorities 2021, Activity 2.1. "Account to Parliament for the exercising of powers and performance functions related to the Defence Portfolio", Services, Divisions, Organs of State as well as Public Entities, reporting to the MOD&MV, are required to provide responses relevant to their environment on Parliamentary and Portfolio Committee on Defence questions and to appear before Parliament of the Portfolio Committee on Defence, as and when required, at a specified turnaround time (within 7 days from receipt).
Purpose of the Indicator	<ol style="list-style-type: none"> 1. The purpose of the indicator is to measure the extent to which the Office responds to Parliamentary questions and or appear before Parliament of the Portfolio Committee on Defence, at a specified turnaround, as prescribed by the Parliamentary Programme and or prescribed by National Legislation. The indicator is supposed to provide information on time-based reactions. To ensure compliance with National and Parliamentary/Portfolio requirements, such as but not limited to: <ol style="list-style-type: none"> a. <u>National Requirements:</u> <ol style="list-style-type: none"> i. Corporate Plans/ Annual Performance Plans presented to Parliament/Portfolio Committee, prior to the Minister's Budget Vote. ii. Annual Activity Reports. iii. Quarterly Reports presented to Parliament/Portfolio Committee. b. <u>Parliamentary/Portfolio Requirements:</u> <ol style="list-style-type: none"> i. As indicated in the Budget Review and Recommendation Report. ii. As requested of the Office on a specific matter/s.
Source of data	<ol style="list-style-type: none"> 1. Announcement, Tabling and Committee Reports. 2. Questions for Oral Answer. 3. Questions for Written Answer 4. Cross-cutting questions.

Indicator Title	Percentage compliance of the Office of the Military Ombud to Parliamentary activities
	5. Urgent Questions.
Method of Calculation/ Assessment	Score = $x / y * 100$ Parliamentary/Portfolio Committee on Defence questions response submitted/ Parliamentary/Portfolio Committee on Defence questions received X 100
Means of Verification	1. Announcement, Tabling and Committee. 2. Questions for Oral Answer. 3. Questions for Written Answer 4. Cross-cutting questions. 5. Urgent Questions.
Assumptions	Office of the Military Ombud responds to the Parliamentary questions or request to appear before Parliament/Portfolio Committee on Defence on time.
Disaggregation of Beneficiaries (where applicable)	1. Target for Women: N/A. 2. Target for Youth: N/A. 3. Target for People with Disabilities: N/A.
Spatial Transformation (where application)	N/A.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired performance	All Parliamentary Activities actioned within the set timeframes to ensure full compliance.
Indicator Responsibility	Chief Corporate Support (Deputy Director Policy, Strategy and Planning).

Indicator Title	Number of Audit findings within the Office of the Military Ombud
Definition	<p>1. PFMA 1 of 1999 Section 38: General responsibilities of accounting officers. “<i>The Accounting Officer to ensure a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescript in terms of section 76 and 77 of the PFMA</i>”.</p> <p>2. Audit opinion refers to a certified public accountant (external bodies, in this case, Auditor General South Africa’s opinion regarding the audited financial statements and supporting schedules of the Department. It is a written attestation as to the fair presentation of financial and performance information in a set of financial statements.</p> <p>3. Misstatements refer to incorrect or omitted information in the financial statements. Examples include the incorrect or incomplete classification of transactions, or incorrect values placed on assets, liabilities or financial obligations and commitments.</p> <p>4. The objective of an audit of financial statements is to express an audit opinion on whether the financial statements fairly present the financial position of auditees at financial year-end and the results of their operations for that financial year.</p> <p>5. Generally, there are five types of audit opinions:</p> <ol style="list-style-type: none"> <u>Clean audits/ Unqualified audit opinion with NO other matters.</u> The financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation. <u>Unqualified opinion with other matters.</u> The financial statements contain no material misstatements. Unless the auditors express a clean audit outcome, findings have been raised on either reporting on predetermined objectives or non-compliance with legislation, or both these aspects.

Indicator Title	Number of Audit findings within the Office of the Military Ombud
	<p>c. <u>Qualified opinion</u>. The auditor concludes that the financial statements contain material misstatements in specific amounts, or there is insufficient evidence for them to conclude that specific amounts included in the financial statements are not materially misstated.</p> <p>d. <u>Adverse opinion</u>. The auditor disagrees with the representation made by management in the financial statements to the extent of confirming that it is NOT a fair reflection of the financial position. This indicates that the evidence obtained by the auditors does not agree to the figures disclosed in the financials.</p> <p>e. <u>Disclaimer opinion</u>. There is a lack of sufficient appropriate audit evidence to the extent that the auditor is not able to form an opinion. This is the worst type of audit outcome. Due to the lack of evidence, the auditors cannot form an opinion on the financials.</p>
Purpose of the Indicator	<p>1. The purpose of the indicator is to measure the efforts to reduce the number of Audit findings as reflecting in the organisations' Audit Report.</p> <p>2. To ensure compliance with the Minister of Defence and Military Veterans (MOD&MV) Performance Agreement with the President (October 2020), all Services/Divisions/Public Entities and Organs of State, reporting to the MOD&MV, must ensure the reduction of audit Qualifications within their respective areas of responsibility.</p> <p>3. In terms of the Secretary of Defence Focus Areas, all Services/Divisions/Public Entities and Organs of State must reduce or avoid the occurrence of audit qualifications, in their respective areas of responsibility.</p>
Source of data	<p>1. PFMA, Act 1 of 1999</p> <p>2. Treasury Regulations, March 2005</p> <p>3. Audit Report</p>
Method of Calculation/ Assessment	<p>The number of audit queries should always be 0.</p> <p>Count the number of audit queries for the reporting period plus previous reporting period minus resolved.</p>
Means of Verification	<p>1. Governance, Risk and Compliance (GRC) Minutes</p> <p>2. Audit report</p>
Assumptions	Audit queries are minimised
Disaggregation of Beneficiaries (where applicable)	<p>1. Target for Women: N/A.</p> <p>2. Target for Youth: N/A.</p> <p>3. Target for People with Disabilities: N/A.</p>
Spatial Transformation (where application)	NA
Calculation Type	Cumulative (Year - end)
Reporting Cycle	Quarterly
Desired performance	The Office of the Military Ombud strives not to have any audit qualifications.
Indicator Responsibility	Chief Corporate Support (Assistant Director Finance).

Indicator Title	Number of fruitless and wasteful expenditure within the Office of the Military Ombud
Definition	<p>1. Fruitless and wasteful expenditure refers to expenditure that was made in vain and could have been avoided had reasonable care been taken. Such expenditure includes interest, the payment of inflated prices, and the cost of litigation that could have been avoided.</p>

Indicator Title	Number of fruitless and wasteful expenditure within the Office of the Military Ombud
	<p>2. The data is extracted from the Financial Management System for expenditure paid without benefit derived. Assessment or categories includes bookings and flight cancellations, interest paid on not honoured, penalties, equipment procured not utilised and leased property not utilised.</p> <p>3. Regulating Legislation Framework are as follows:</p> <ol style="list-style-type: none"> Public Finance Management Act, No. 1 of 1999. National Treasury: Fruitless and wasteful expenditure Framework.
Purpose of the Indicator	<p>1. The purpose of the indicator is to measure the efforts to reduce the fruitless and wasteful expenditure as reflecting in the organisations' financial statement (Annual Activity Report).</p> <p>2. To ensure compliance with the Minister of Defence and Military Veterans (MOD&MV) Performance Agreement with the President (October 2020), all Services/Divisions/Public Entities and Organs of State, reporting to the MOD&MV, must ensure the reduction of fruitless and wasteful expenditure, within their respective areas of responsibility.</p> <p>3. In terms of the Secretary of Defence and the Chief of the South African National Defence Force Focus Areas, all Services/Divisions/Public Entities and Organs of State must reduce or avoid the occurrence of fruitless and wasteful expenditure, in their respective areas of responsibility.</p>
Source of data	<ol style="list-style-type: none"> PFMA, Act 1 of 1999 Treasury Regulations, March 2005 DOD Policy on Fruitless and Wasteful Expenditure
Method of Calculation/ Assessment	<p>The number of Fruitless and Wasteful expenditure should always be 0</p> <p>Count the number of Fruitless and wasteful expenditure for the reporting period plus previous reporting period minus resolved.</p>
Means of Verification	<ol style="list-style-type: none"> GRC minutes Fruitless and Wasteful expenditure register
Assumptions	Fruitless and wasteful expenditure are minimised to zero (R value).
Disaggregation of Beneficiaries (where applicable)	<ol style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where application)	NA
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Quarterly.
Desired performance	The Office of the Military Ombud strives not to have any fruitless and wasteful expenditure.
Indicator Responsibility	Chief Corporate Support (Assistant Director Finance).

Indicator Title	Number of irregular expenditure within the Office of the Military Ombud
Definition	<p>1. For an Office to incur irregular expenditure, the non-compliance must be linked to a financial transaction, financial statements in the Annual Activity Report on the previous financial year. Although a transaction, condition or an event may trigger irregular expenditure, a department or government component will only record irregular expenditure when a payment pertaining to the non-compliance is actually made (i.e. when the expenditure is recognised in accordance with the recognition principles contained in the Modified Cash Standard). If "possible irregular expenditure" is determined prior to a payment</p>

Indicator Title	Number of irregular expenditure within the Office of the Military Ombud
	<p>being made, then such a transgression shall be regarded as a non-compliance matter until payment is made at which point irregular expenditure shall be recorded. Non-compliance corrected prior to any payment being made will not result in any irregular expenditure.</p> <p>2. A constitutional institution, trading entity or public entity listed in Schedules 2 and 3 of the PFMA shall incur irregular expenditure when a transaction, condition or an event linked to the non-compliance is recognised as expenditure in the Statement of Financial Performance in accordance with the Standards of Generally Recognised Accounting Practice, the Standards of Generally Accepted Accounting Practice or the International Financial Reporting Standards.</p> <p>3. For the purposes of determining whether irregular expenditure has taken place, there must have been a transgression of a provision contained in any applicable legislation which shall include:-</p> <ol style="list-style-type: none"> a. the PFMA; b. the Treasury Regulations; c. National Treasury Instruction, issued in terms of section 76 of the PFMA <p>4. When applying the test to determine whether irregular expenditure has been incurred, it must be clear that the contravention must relate to how the transaction, condition or event was entered into and by whom as opposed to when the transaction, condition or event was entered into. For example, non-compliance with the requirement to pay an invoice within 30 days from its receipt (Treasury Regulation 8.2.3) shall not be regarded as irregular expenditure unless the expenditure itself was incurred in contravention of relevant legislation, such as an instance where the expenditure was authorised by an official who did not possess the appropriate delegated authority to approve the expenditure in question.</p>
Purpose of the Indicator	<p>1. The purpose of the indicator is to measure the efforts to reduce the irregular expenditure as reflecting in the organisations' financial statement (Annual Activity Report) applicable to the Office.</p> <p>2. To ensure compliance with the Minister of Defence and Military Veterans (MOD&MV) Performance Agreement with the President (October 2020), all Services/Divisions/Public Entities and Organs of State, reporting to the MOD&MV, must ensure the reduction of irregular expenditure within their respective areas of responsibility.</p> <p>3. In terms of the Secretary of Defence and the Chief of the South African National Defence Force Focus Areas, all Services/Divisions/Public Entities and Organs of State must reduce or avoid the occurrence of irregular expenditure, in their respective areas of responsibility.</p>
Source of data	<ol style="list-style-type: none"> 1. PFMA, Act 1 of 1999 2. Treasury Regulations, March 2005 3. DOD Policy on Irregular Expenditure
Method of Calculation/ Assessment	<p>The number of Irregular expenditure should always be 0</p> <p>Count the number of Irregular expenditure for the reporting period plus previous reporting period minus resolved.</p>
Means of Verification	<ol style="list-style-type: none"> 1. GRC Minutes 2. Irregular Expenditure Register
Assumptions	Irregular expenditures are minimised to zero.
Disaggregation of Beneficiaries (where applicable)	<ol style="list-style-type: none"> 1. Target for Women: N/A 2. Target for Youth: N/A 3. Target for People with Disabilities: N/A
Spatial Transformation (where application)	N/A.

Indicator Title	Number of irregular expenditure within the Office of the Military Ombud
Calculation Type	Cumulative (Year-end).
Reporting Cycle	Quarterly.
Desired performance	The Office of the Military Ombud strive to have no irregular expenditure.
Indicator Responsibility	Chief Corporate Support - Finance.

Indicator Title	Percentage payments within 30 days from receipt of legitimate invoices
Definition	<ol style="list-style-type: none"> 1. According to the Guide for Accounting Officers dated October 2000, Section 38(1)(f) and 76(4)(b) of the PFMA requires that, unless otherwise contracted, payments be made within 30 days of receiving an invoice. The Accounting Officer delaying payment may undermine government objectives such as promoting Small, Medium and Micro Enterprises (SMMEs). 2. To ensure the contribution of the Department of Defence (DOD) to the Government's national priorities and the Forum of South African Directors-General, to reduce poverty and to stimulate economic growth in South Africa, the DOD will endeavour to ensure the payment of legitimate invoices received within the required 30 days. 3. A legitimate invoice is defined as an invoice that complies with the detail/specifications of the order placed against the supplier for goods and services, and which adhere to government prescripts.
Purpose of the Indicator	The purpose of this Performance Indicator is to measure the payment made to the supplier within 30 days from receipt of legitimate invoice/s.
Source of Data	<ol style="list-style-type: none"> 1. Financial Management System Report. 2. Supplier Invoices. 3. Proof of payment from Financial Management System (Sub Account System). 4. Invoice Tracking System.
Method of Calculation or Assessment	<p>Score = $X/Y * 100 = \%$</p> <p>X = Number of legitimate invoices paid within a specified time frame (within 30 days).</p> <p>Y = Total number of legitimate invoices received.</p>
Means of Verification	<ol style="list-style-type: none"> 1. Financial Management System Report. 2. Supplier Invoices. 3. Proof of payment from Financial Management System (Sub Account System). 4. Invoice Tracking System.
Assumptions	<ol style="list-style-type: none"> 1. Availability of Integrated Financial Management System. 2. Suppliers' invoices are compliant with all government requirements for suppliers' invoices.
Disaggregation of Beneficiaries (where applicable)	<ol style="list-style-type: none"> 1. Target for Women: N/A. 2. Target for Youth: N/A. 3. Target for People with Disabilities: N/A.
Spatial Transformation (where applicable)	N/A.
Calculation Type	Non-cumulative.
Reporting Cycle	Quarterly.
Desired Performance	Compliance in the payment of legitimate invoices within 30 days of submission.
Indicator Responsibility	Chief Corporate Support (Assistant Director Finance).

