

OFFICE OF THE MILITARY OMBUD ANNUAL PERFORMANCE PLAN 2022/2023



INDEPENDENT AND IMPARTIAL



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA



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**OFFICE OF THE MILITARY OMBUD
ANNUAL PERFORMANCE PLAN
FOR 2022**



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REPUBLIC OF SOUTH AFRICA

Date of Tabling: **9 March 2022**

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

It is an honour for me to present the Annual Performance Plan 2022-2023 of the Office of the South African Military Ombud as the current Minister of Defence and Military Veterans.

By virtue of its Legislative Mandate this entity contributes to the MTSF 2019-2024 by ensuring a capable, ethical and developmental state; social cohesion and safe communities as well as a better Africa and world.

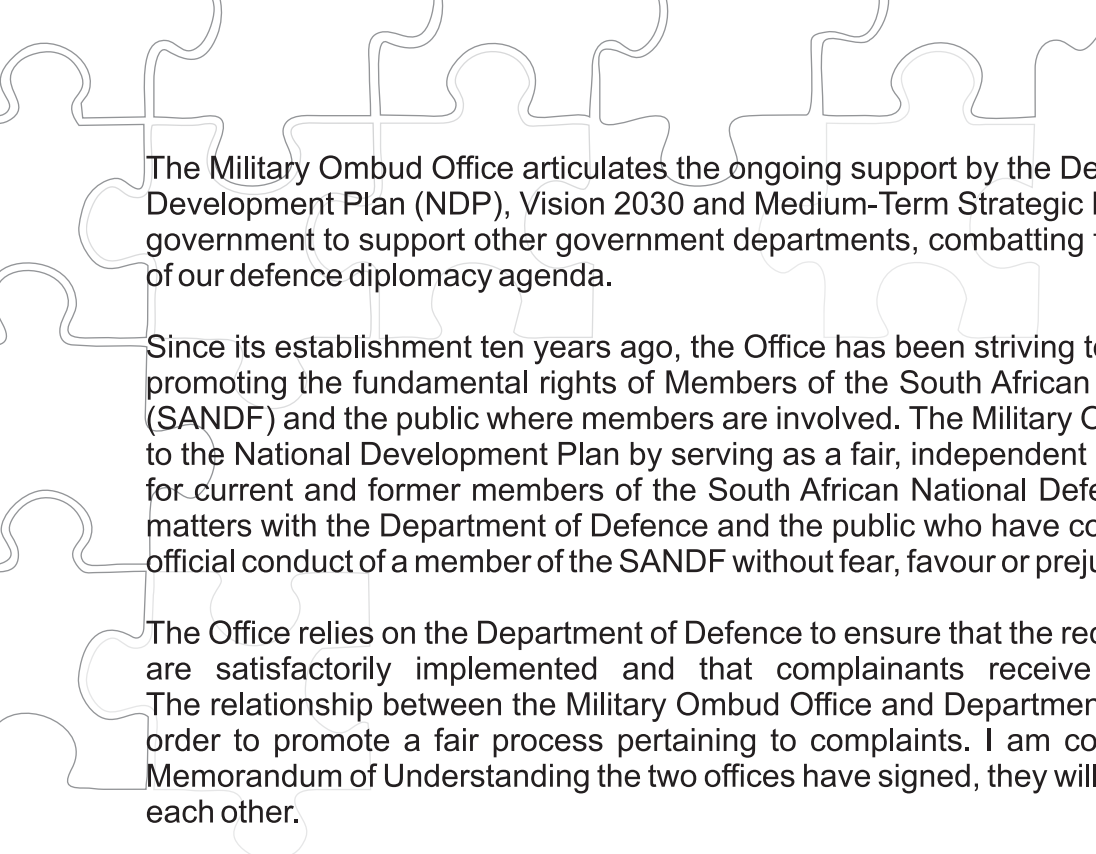
The evolving ministerial priorities for the 2020-2025 planning period places impetus on the execution of the Military Ombud mandate through ministerial direction over short, medium and long term within available resources.

There are three priorities of utmost importance to me due to the vital role played by the Military Ombud and his Office. These ministerial priorities are to:

- **Provide Strategic Direction.**
 - Strategic Direction. Provide strategic direction to ensure that the Office meets the pre-determined expectations of Government.
 - 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.
- **Ensure Departmental Governance, Administration and Accountability within the Regulatory Framework.**
 - 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.
 - Human Resources. The directing of the renewal of the organisation's human resource function to ensure that the personnel profile is able to meet both current and future obligations.
- **Execute Prioritised Ordered Defence Commitments in Accordance with South Africa's Defence and Security Requirements.**
 - Capability Sustainment
 - Ordered Defence Commitments

I have no doubt that the performance of the Office of the South African Military Ombud 2020-2025 Strategic Plan as leveraged through the Military Ombud Act 4 of 2012 prioritises oversight of the armed forces and bolsters public confidence. I am therefore confident this will also inspire stakeholder confidence as the Office becomes more effective and accessible.

I am pleased to indicate that the Office of the SA Military Ombud resonates with the Sustainable Development Goal 16 which seeks to promote peaceful inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. This is evidenced in its inclusive Outreach Programme to educate both the defence sector and the public about its mandate and operational offerings. Through enhancing democratic governance, oversight, monitoring and support to our defence sector, the Office continues to leverage adaptation and innovation in a quest for sound administrative justice of our armed forces.



The Military Ombud Office articulates the ongoing support by the Department to the National Development Plan (NDP), Vision 2030 and Medium-Term Strategic Framework Outcomes of government to support other government departments, combatting fraud and the pursuance of our defence diplomacy agenda.

Since its establishment ten years ago, the Office has been striving to execute its mandate of promoting the fundamental rights of Members of the South African National Defence Force (SANDF) and the public where members are involved. The Military Ombud Office contributes to the National Development Plan by serving as a fair, independent and expeditious channel for current and former members of the South African National Defence Force's unresolved matters with the Department of Defence and the public who have complaints concerning the official conduct of a member of the SANDF without fear, favour or prejudice.

The Office relies on the Department of Defence to ensure that the recommendations it makes are satisfactorily implemented and that complainants receive feedback accordingly. The relationship between the Military Ombud Office and Department of Defence is critical in order to promote a fair process pertaining to complaints. I am confident that through the Memorandum of Understanding the two offices have signed, they will continue to complement each other.

The global community still finds itself in the firm grip of Covid – 19 pandemic and we are no different as a country. The economy performed negatively, exacerbated by the world-wide pandemic, which continues unabated to intensify many of the challenges facing the country by strangling the economy, joblessness, destroying families through untimely deaths and ultimately putting extra strain on government's intended ability to provide adequate services to South Africans. Regardless, the Military Ombud Office continued to employ technological means. This demonstrates the commitment, discipline and the excellent service level required of a public service Office in line with the *Batho Pele* principles.

Defence, human rights and development are inseparably linked and mutually reinforcing thus highlighting the role of the South African security sector, in particular, the role the armed forces have to play in creating and enabling the security conditions that are able to foster growth and democratic development in our country. Effective, accountable security can have a profound impact on the lives of individuals and communities by reducing the risk of conflict and also through strengthening the social cohesion between the state and its people. It undoubtedly provides a solid foundation for political, social and economic development.

To further realise this, the role of the Military Ombud Office cannot be underestimated as an oversight and complaints' resolution mechanism in the South African defence establishment's governance and reform architecture. The Office presents engagements that serve as a reality check on current DOD policy frameworks and continues to present and strengthen the contribution of security sector reform and governance to regional, national and international policy and practice.

This further demonstrates that assistance to national reform processes focusing on democratic governance, including regulatory frameworks, management and oversight of security and justice provision, will remain essential in our ever evolving democratic transition in order to strengthen democratic governance of our institutions.

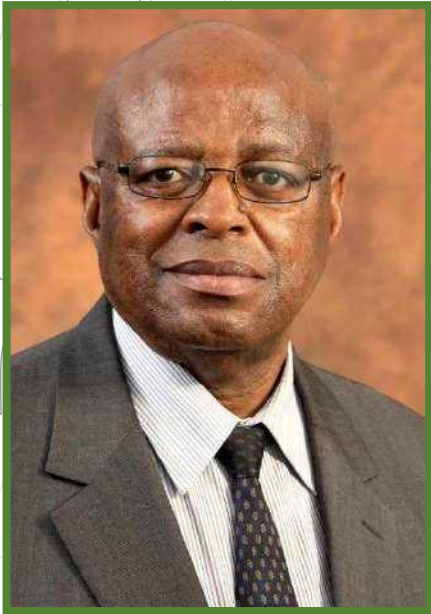
I welcome and support the Annual Performance Plan 2022/23 as the next chapter for the Military Ombud Office to continue as an independent and impartial institution for the resolution of complaints from serving and former members of the SANDF as well as a fair complaints conduit for members of the public concerning the official duty of a member. I look forward to work with the Office of the South African Military Ombud towards promoting the observance of the fundamental rights of the members of the South African National Defence Force. It therefore remains my commitment to support the Office in realising the implementation of its plans going forward.

I wish to thank the Military Ombud, Lt Gen (Ret) V.R. Masondo, Deputy Military Ombud, Adv. S.T.B. Damane-Mkosana, Management and Staff Members for their contribution to improving the civil-military interface through their expeditious and rigorous complaints resolution processes. Your support remains indispensable to our work.



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

Date: 28 February 2022



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

I am honoured to present the Annual Performance Plan of my Office for the Financial Year 2022-2023 amid the challenge of the Covid-19 pandemic that continues to globally destabilize our normal. However, through improved vaccination enhancements as the key intervention to mitigate the spread of the virus, we must hope for the best. Despite the far reaching impact of the pandemic, my Office has continued to resolve complaints in order to foster expeditious, fair, accountable results to current and former SANDF members, and also resolve complaints lodged by the public against the official conduct of the SANDF members.

I would like to congratulate Ms Thandi Modise on her appointment by the President as the Minister of Defence and Military Veterans. I wish her much success and look forward to working with her in order to strengthen and deepen our cooperation in all areas for the benefit of our Armed Forces.

In retrospect, the impact of Covid-19 on our work has been moderate. From an operational perspective, the Office did not receive any Covid-19 related complaints from enlisted and former members of the South African National Defence Force (SANDF) to date. The nature of complaints received from serving members related to administrative concerns on issues pertaining to conditions of service in line with the Office's mandate. Regardless the Office continued to perform beyond its set performance target in the resolution of lodged complaints. Those not falling within our mandate and jurisdiction were referred to the relevant departments for resolution.

The Office continued to work remotely by rotation at 70% staff capacity. However, on 14th October 2021, the Office strength was adjusted to 100% in response to published South African Government Regulations on Adjusted Alert Level 1 of the National State of Disaster on 30 September 2021.

The Covid-19 pandemic forced the Office to adopt innovative means of resolving complaints lodged, received from current and former members of the South African National Defence Force (SANDF) concerning their conditions of service. A substantial number of complaints were also received from members of the public, due largely to increased awareness plans through electronic, print and social media platforms.

It is our mission to provide an independent, impartial and expeditious complaints resolution process for serving and former members of the SANDF and members of the public to promote good governance. As a result, the Office commissioned a stakeholder perception survey during the past financial year in collaboration with the Security Institute for Governance and Leadership in Africa (SIGLA) – Stellenbosch University to assess stakeholder perceptions from current serving and former members of the SANDF and the public. The survey findings led the Office to augment its footprint to members of the public since the majority of the public stated that they did not know about the existence of the Office. This also includes some pockets of the SANDF and former members. As a result, the Office has developed a comprehensive outreach programme strategy directed at the members of the public that entails publicity in various community newspapers and community radio stations.

The survey findings and recommendations will surely assist the Office in enhancing and improving its service standards, internal systems, public relations, public trust and confidence and accessibility of the Office.

Equally so, the Office has established relations with various external stakeholders relevant to the mandate. The purpose of these relations is to promote and ensure accessibility of services of the Office provided to members of the Defence Force, including those deployed on the borders nationwide, members of the public and local communities residing in the border areas.

No doubt, as we serve former and current serving members of SANDF including the public, it is one of my priorities that the Office continue's to pursue its vision for an institutional independence model to enhance its autonomy and heighten performance in an effective and efficient manner. This process will entail a comparative analysis with other independent Ombud or oversight institutions reflecting the need for independence of oversight institutions such as that of the Military Ombud.

To this extent, the Office has embarked on a legislative review process to strengthen legal requirements, amongst others, and introduce "own initiative investigations" and identify and address systemic issues affecting its stakeholders and complainants. These interventions will certainly go a long way in strengthening the institutional capacity, public perception, enhanced autonomy and knowledge management within the Office and services provided to the public and the armed forces.

Further, our collective focus areas for the FY2022/23 to the FY2024/25, whilst supporting the MTSF, Government Priorities and MOD&MV's priorities, which were also presented to the Portfolio Committee on Defence and Military Veterans (PCD) in February 2021 remain:

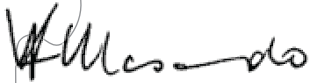
- Effective and Efficient Resolution of Complaints;
- The Implementation of the Integrated Communication Marketing Strategy and Plan;
- Institutional Independence;
- Operationalising the Ministerial Policy Directive on Enterprise Resource Support to Military Ombud as signed on 25 October 2018;
- Institutionalisation of the GRC Framework;
- Securing adequate funding for the COE; and
- Resource Management.

My Office is ready and eager to continue serving as an impartial complaints resolution channel for key identified stakeholders as we continue to set up and reinforce governance arrangements to ensure that we function within our mandate. The South African Military Ombud is the first dedicated Military Ombud Office of its kind in the continent.

As a result, in the reporting period, the Office received an invitation from the Geneva Centre for Security Sector Governance (DCAF), to present the SA Military Ombud model as one of the viable models of oversight to help with the Kenyan Ombudsman benchmarking exercise. This demonstrates our proud oversight traction locally and internationally, and history in the field of complaints resolution and sound promotion of administrative justice.

With the support of our stakeholders, a sound governance structure, commitment from the government and an ambitious APP, we are confident of its success and to providing a service that all stakeholders can be proud of. We will remain resolute in the pursuit of excellence and will continue to execute our mandate expeditiously, without fear or prejudice.

I wish to thank the Minister for her support, the Deputy Military Ombud, Management and Staff for their sterling work in ensuring that we remain resolute in our operations.



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

Date: 21 February 2022

Official Sign-Off

It is hereby certified that the Office of the Military Ombud Annual Performance Plan (APP) for 2022:

- Was developed by the Military Ombud Management team under the guidance of the Minister of Defence and Military Veterans (MOD&MV), the honourable Ms T.R. Modise.
- Was prepared in-line with the current Military Ombud Strategic Plan (2020 to 2025), relevant policies, legislation and other mandates for which the Office of the Military Ombud is responsible.
- Accurately reflects the Impact, Outcomes and Outputs (performance indicators and targets) that the Office of the Military Ombud will endeavour to achieve, within the available resources for the 2022/23 Medium-Term Expenditure Framework (MTEF).
- Performance information included in this Annual Performance Plan (APP) has been developed, managed and stored in accordance with the Military Ombud approved Standard Operating Procedure (SOP).



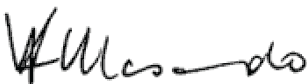
**(M.A. MAKHALEMELE)
CHIEF CORPORATE SUPPORT**

Date: 18 February 2022



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

Date: 18 February 2022



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

Date: 21 February 2022

Approved by:



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

Date: 28 February 2022

GLOSSARY / ACRONYMS / ABBREVIATIONS

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

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

I	ICT	Information and Communication Technology
	IMF	International Monetary Fund
	IT	Information Technology
J	JIT	Just in Time
M	MANCO	Management Committee
	MOD&MV	Minister of Defence and Military Veterans
	MOU	Memorandum of Understanding
	MTEF	Medium Term Expenditure Framework
	MTBPS	Medium Term Budget Policy Statement
	MTSF	Medium Term Strategic Framework
N	NDP	National Development Plan, Vision 2030
	NT	National Treasury
	NPM	National Preventative Mechanism
O	OHS	Occupational Health and Safety
	OPCAT	Optional Protocol to the Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment
P	PA	Performance Agreement
	PAIA	Promotion of Access to Information Act
	PAJA	Promotion of Administrative Justice Act
	PESTLE	Political, Economical, Sociological, Technological, Legal and Environmental
	PFMA	Public Finance Management Act
R	Ret	Retired
	RSA	Republic of South Africa
	RBM	Result Based Model
S	SANDF	South African National Defence Force
	SDI	Service Delivery Innovation
	SAHRC	South African Human Rights Commission
	SDIP	Service Delivery Improvement Plan
	SDG	Sustainable Development Goals
	SITA	State Information Technology Agency
	SONA	State of the Nation Address
	SOP	Standard Operating Procedure
	SMART	Simple, Measurable, Accountable, Realistic and Timeous
	SMS	Senior Management Staff
	SPF	Strategic Planning Framework
	SWOT	Strengths, Weaknesses, Opportunities and Threats

PART A: MILITARY OMBUD MANDATE

VISION

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

MISSION

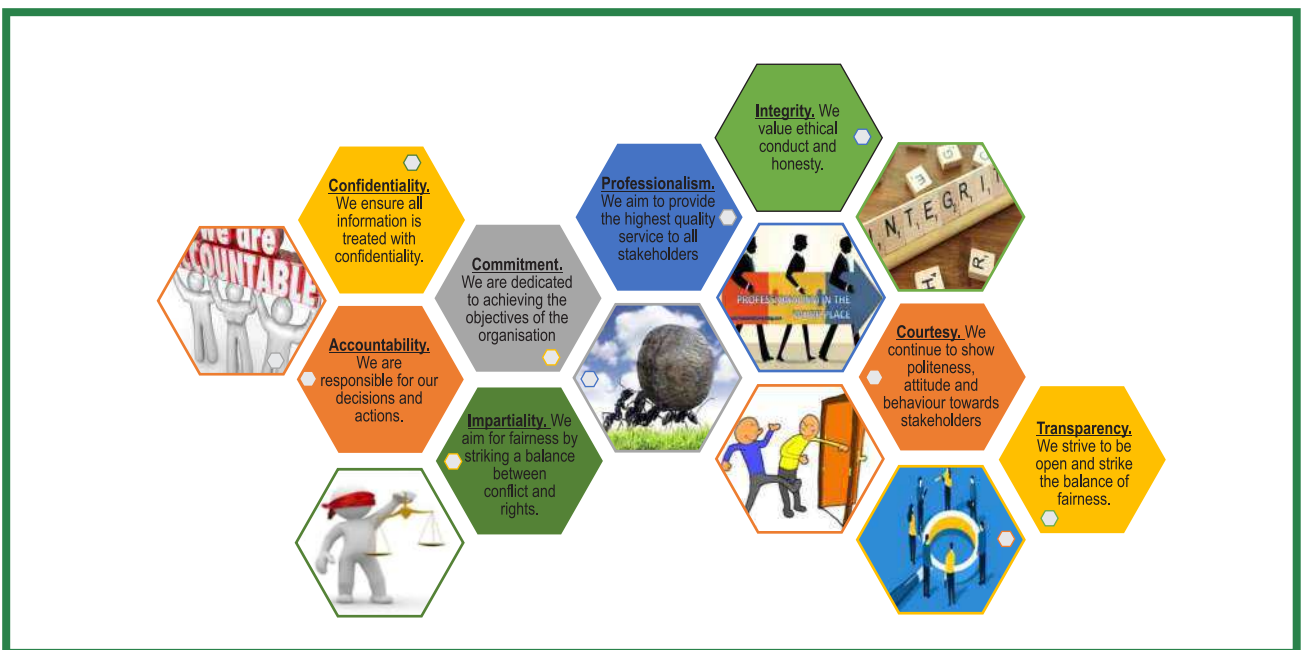
“To provide an independent, impartial and expeditious complaints resolution process for serving and former members of the SANDF and members of the Public to promote good governance.”

VALUES

The Office of the Military Ombud 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 held in March 2021.

- **Organisational Values.**
The approved and institutionalised organisational values for the Office are depicted in figure 1 below:

Figure 1: Military Ombud Organisational Values



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

Figure 2: Military Ombud Individual Values



LEGISLATIVE AND REGULATORY MANDATES

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

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

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

Table 1: Legislative Mandate

Legislation Mandate Description	Key Responsibilities Imposed by Legislative Mandate
Military Ombud Act, 2012 (Act 4 of 2012)	<ul style="list-style-type: none"> • The Ombud must investigate complaints lodged with the Office. • The Ombud must investigate a complaint economically, fairly and expeditiously without fear, favour or prejudice. • The Ombud may resolve any dispute by means of mediation, conciliation or negotiations or in any other expedient manner. • The Ombud must promote the observance of the fundamental rights of the members of the Defence Force. • Establishment and maintenance of an appropriate Office Human Resource function. • Establish and maintenance of an appropriate Office Financial Management function. • Establishment and maintenance of an appropriate Reporting function. • Development and implementation of policy in support of the Office mandate.

Table 2: Regulatory Mandates

Legislation/Other Mandate Description	Key Responsibilities Imposed by Legislative Mandate
The Constitution of the Republic of South Africa, 1996	<ul style="list-style-type: none"> • <u>Chapter 2</u> – Bill of Rights. • <u>Chapter 3</u> – Co-operative Government.
Public Finance Management Act, 1999 (Act No. 1)	<p><u>Section 36</u>: Furthermore, among other things, the Accounting Officer is to ensure the provision and maintenance of effective, efficient and transparent systems of financial and risk management and internal control.</p>
Defence Act, 2002 (Act No 42 of 2002)	<ul style="list-style-type: none"> • <u>Chapter 3</u> – Employment and Use of Defence Force – Section 20 Powers and duties of members while being employed. • <u>Chapter 6</u> - Defence Intelligence – Section 37 Determination of security classification of members and employees; Section 38 Discharge of members or employees not issued with security clearances; and Section 39 Notification of security clearance or refusal thereof. • <u>Chapter 8</u> - Limitations on Rights of Members of Defence Force – Section 49 Application; and Section 50 Limitations of rights. • <u>Chapter 9</u> - Employment in Defence Force – Section 51 Application, Section 52 Regular Force, Section 53 Reserve Force, Section 54 Commissioned Officers in Defence Force, Section 55 Pay, Salaries and Entitlements, Section 56 Protection of members on active service, Section 57 Compensation in case of injury or disability, Section 58 Obligation to service in time of war, state of national defence or state of emergency, Section 59 Termination of service of members of Regular Force, Section 60 Legal representation for members, Section 61 Procedures for redress of grievances; and Section 62 Religious observances in Defence Force. • <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.

Legislation/Other Mandate Description	Key Responsibilities Imposed by Legislative Mandate
	<ul style="list-style-type: none"> • <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- <ul style="list-style-type: none"> i. collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest; and ii. formulate industrial policy; and • to promote - <ul style="list-style-type: none"> i. orderly collective bargaining; ii. collective bargaining at sectoral level; iii. employee participation in decision-making in the workplace; and the effective resolution of labour disputes.
Promotion of Administrative Justice Act, 2000 (Act No 3 of 2000) (PAJA)	<p>The Office of the Military Ombud applies the PAJA to ensure alignment between the Military Ombud Act and PAJA and furthermore to give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in Section 33 of the Constitution of the Republic of South Africa, 1996.</p>
Military Ombud Regulations, 2015	<p>The regulations gives effect to Section 15 of the Military Ombud Act 4 of 2012 as it applies to complaints contemplated in Section 4 of the Act.</p>
Promotion of Access to Information Act, 2000 (Act No 2 of 2000) (PAIA)	<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) (POPI)	<ul style="list-style-type: none"> • <u>Chapter 2</u> – Application Provisions (Lawful processing of personal information, Rights of data subjects, Exclusions). • <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.

Legislation/Other Mandate Description	Key Responsibilities Imposed by Legislative Mandate
Medium Term Expenditure Framework (MTEF) Allocations: 2022/23 To 2024/25	With effect from FY2019/20 NT has included the allocation for the Office as a line-item in the DOD's letter of allocation
Optional Protocol to the Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment (OPCAT)	The Office has been listed as a National Preventative Mechanism 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.

In terms of the aforementioned legislation the following executive functionaries are relevant to the Office of the Military Ombud:

- 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 4 of 2012).
- The Minister of Defence and Military Veterans 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 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 4 of 2012.

REVISION TO LEGISLATION

Military Ombud Act, Act 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 erstwhile Minister of Defence and Military Veterans (Ms N.N. Mapisa-Nqakula).

Further consultation was conducted with the erstwhile Minister on the Military Ombud Amendment Bill in order to address the independence of the Office. 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.

MILITARY OMBUD POLICIES AND STRATEGIES

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

The Office follows a systematic integration of National policy direction into a cascading hierarchy of internal policies, strategies and plans, concluding with 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 is prescribed in the Military Ombud Act, Act 4 of 2012.
- Organisational Policies. Government priorities and imperatives are integrated where appropriate within the Military Ombud policies, strategies and resourced implementation plans.
- Organisational Strategies. Derived from the Military Ombud policies, the strategies developed and institutionalised will be reviewed to ensure alignment with government's priorities and imperatives.
- Military Ombud Plans. Once approved and promulgated, the above set of strategies are used as basis for the development of the plans as the implementation mechanism against which performance is measured. These plans consist of among others:
 - The Military Ombud Strategic Plan (2020/2025),
 - 2019 – 2024 Medium Term Strategic Framework (MTSF)
 - Priorities of Government,
 - Revised 2019 – 2024 MTSF Foundational Pillars and Apex priorities,
 - The Military Ombud 2022 MTEF Annual Performance Plan aligned to the Medium-Term Expenditure Framework (MTEF)
 - Budgeting and Reporting process,
 - Revised Framework for Strategic Plans and Annual Performance Plans.
 - Military Ombud Annual Operational Plan.
- Organisational Performance Monitoring, Evaluation and Reporting. An integral part of performance monitoring and evaluation is the practice of ad-hoc performance review reports as and when required by External Stakeholders. These 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 Government Structures.

PENDING COURT RULINGS

To date no court ruling has been made that have an impact on the mandate of the Office of the Military Ombud.

PART B: MILITARY OMBUD STRATEGIC FOCUS

2022 UPDATED SITUATIONAL ANALYSIS

The Covid-19 pandemic has changed the world and the planning context, as we knew it. Never in the history of South African democracy has Government been under so much pressure to contain the pandemic while equally striving to meet its socio-economic obligations to the citizens. To compound the problem, the pandemic affected the country at the time the South African economy experienced a technical recession, further complicated by the Moody's downgrade of the economy, making early and fast recovery very challenging. Thus, the ripple effects of the pandemic has the potential to setback the socio-economic gains made since the dawn of democracy.

The strategic focus of the Office of the Military Ombud over the next five (5) years and the 2022 APP is, just like all government institutions, focused on the effective execution of its mandate and the implementation of the MTSF Foundational Pillars and Apex Priorities of Government which is informed by the National Development Plan (NDP), Vision 2030.

The Office's situational analysis for the FY2022/23 provides insight into 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 2019-2024 MTSF Foundational Pillars and Apex Priorities of Government and other relevant policy documents. The situational analysis remains aligned to the Military Ombud Strategic Plan (2020 – 2025).

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

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

POLITICAL	<u>Contribution to National Imperatives of Government.</u> The matters identified in the situational analysis are derived from the annual planning process that considers the National Development Plan (NDP) Vision 2030, the Revised Medium-Term Strategic Framework (MTSF) 2019–2024, the new Sustainable Development Goals (SDG), the 2021 and 2022 State of the Nation Address (SONA), the Minister of Defence and Military Veterans (MOD&MV) Agreement as well as the National Security Strategy.
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ECONOMIC

Whilst there is always a risk of a negative global economic downturn, generally, global economic growth rates are expected to improve and more particularly economic growth rates on the African continent are expected to be above the global average. Conversely the growth in the South African economy has remained flat to negative since the 2008/2009 world economic recession. This has resulted in significant fiscal pressures for South Africa.

The under performance of the different economic sectors has resulted in the delayed implementation of the developmental initiatives in support of the National Development Plan (NDP), Vision 2030. Coupled to this are the increasing socio-economic demands and competing priorities for service delivery that further aggravate an already constrained fiscal outlook.

With the global pandemic it is foreseen that there will be a protracted downturn in the economy and the International Monetary Fund (IMF) recently predicted that the pandemic would incite the worst economic slump since the great depression. This will lead to limited resources being available and government will have to curtail spending as various sectors in the economy struggle and income generated through taxes, etc will be greatly reduced.

The Office of the Military Ombud will continuously monitor this environment and prioritise the requirements to ensure that expectation and the Medium Term Budget Policy Statement (MTBPS) is aligned.

SOCIAL

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

Women, Youth and Persons with Disabilities. The Public Service Commission (PSC) 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 currently within the Office of the Military Ombud is as follows:

- Total number of 61 posts are staffed.
- 4 out of 7 are women in senior management positions,
- 15 (11 women and 4 men) are youth, as prescribed in the Youth Commissions Act; and
- 0 disabled people.

Gender-Based Violence (GBV). 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. GBV is a serious violation of human rights and a life threatening health and protection issue. In support of eradicating GBV and the promotion of human rights the following activities were implemented within the Office:

- Awareness programmes; and
- Promoting human rights during outreach programmes.

SOCIAL

Strengthening Synergies. The creation of Ombudsman like institutions, demands clarity on the institutional purpose and the need for strengthening of synergies, including standardisation of approaches. The levels of confidence and popularity of the Military Ombud as an institution of choice necessitates a greater need to be accessible to Serving members of the SANDF, Former members and the Public by way off Communications, Branding and Events Management (e.g. Outreach Programme and Media Relations).

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

Stakeholder Perception Survey One of the outcomes of the Stakeholder Perception Survey conducted by SIGLA, is the need to increase visibility and raise awareness about the existence of the Office. As a result, the Communications Unit has conceptualised an Outreach Programme for the 2022/23 Financial Year which will assist the Office to enhance and improve its service standards, internal systems, public relations, public trust, confidence and accessibility.

TECHNOLOGICAL

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

Social Media. The office is present on all social media platforms to reach its stakeholders, and ensure that the public can see all the activities that are taking place in the Office.

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

4th Industrial Revolution. The technological revolution is a period in which one or more technologies are replaced by other technologies in a short amount of time. It is an era of accelerated technological progress characterised by new innovations whose rapid application and diffusion cause an abrupt change in society. The Office will ensure that policies and procedures address the technological revolution. It will furthermore ensure that all back-up systems are in place to facilitate rapid application should the Office be affected.

LEGAL

National Preventative Mechanism (NPM). The Office has been listed as a 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. In line with these obligations the Office has conducted inspections at the SANDF Military Detention Centres in collaboration with the SAHRC during the 3rd quarter of the FY2021/22. A report was compiled for submission to the MOD&MV. Further inspections are envisaged in order to ensure that the Office acts in accordance with its obligations in terms of OPCAT.

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

Monies Appropriated by Parliament (Military Ombud Act, Section 10 (1)). Options for an alternative funding model and engagement with Parliament, National Treasury and DOD are required to position the Office as an independent and impartial institution.

Ministerial Directive. The erstwhile MOD&MV on 25 October 2018 signed a Ministerial Directive on the powers and authority of the Military Ombud. The aim of the directive was to direct the Secretary for Defence in his/her capacity as the Head of the Department (HOD) and Accounting Officer (AO) to put in place measures, structures and systems to facilitate:

- *“The autonomy of the Military Ombud in the expenditure of his appropriated budget as directed in Section 10 of the Military Ombud Act;*
- *The implementation of the terms and conditions for staff of the Office of the Military Ombud without hindrance;*
- *The adaptation of the DOD financial management system, human resources system, supply chain system or any other system to give effect to directives 1 and 2 above; and*
- *In general the independence of the Office of the Military Ombud to ensure that it is not subjected to DOD policies or decisions where those are not in-line with the policies or decisions of the Military Ombud.”*

Internal Environment Analysis.

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

Table 4: Situational Analysis (Internal Factors)

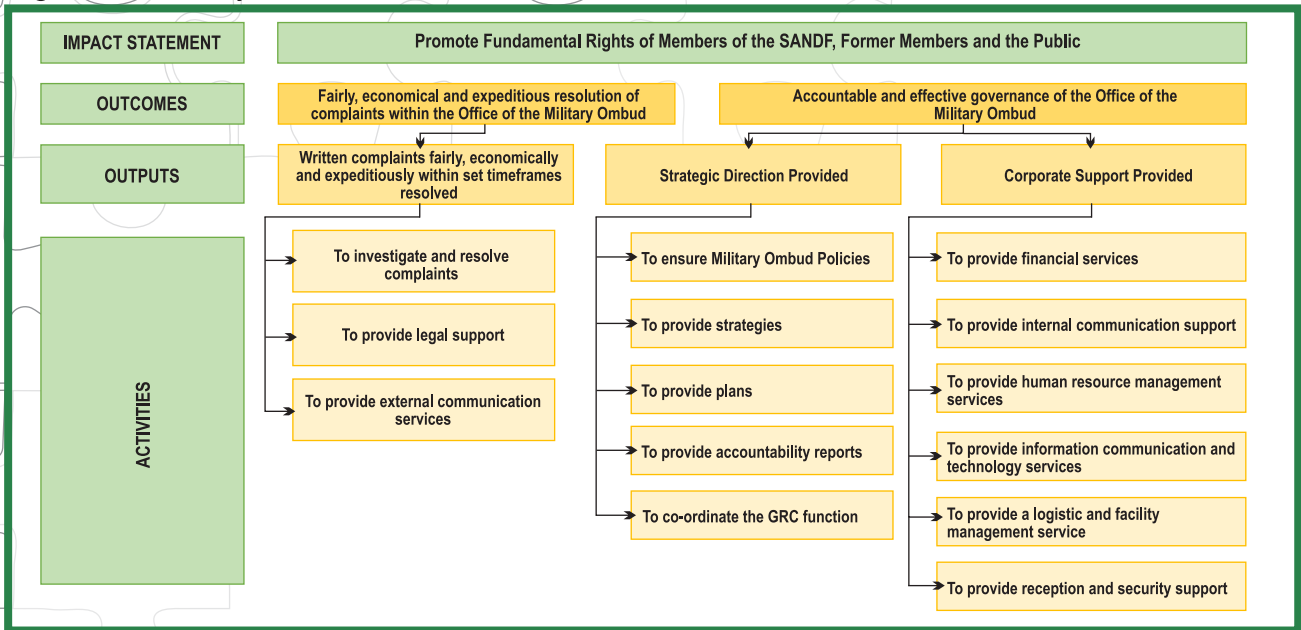
<p>HUMAN RESOURCES</p>	<p>The Office seeks to enhance efficiency by reviewing the structure to adequately meet the mandate of the Office. It is noteworthy, however, that the Office Compensation of Employees (CoE) is underfunded compelling the organisation to postpone this requirement until funding is secured.</p> <p>The Office of the Military Ombud will invest in talent management in order to ensure that it has the right combination of talent and retain scarce skills. The approved structure of the Office consists of 89 posts, of these, 63 are planned posts to be staffed.</p> <p>Over the 2022 MTEF the Office will continue with the following to address the challenges within the HR dimension:</p> <ul style="list-style-type: none"> • 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; as well as • Continue to pursue gender main-streaming. <p>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.</p>
<p>FINANCIAL</p>	<p>Owing to South Africa's gross domestic product growth projections of approximately 1%, the inflation rate of about 6%, 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, the pressure on government to provide free education, the social grants, national health insurance, and the priorities of the MTSF focussing on socio-economic development of the country.</p> <p>The South African economy is being further hampered by the effects of the global pandemic (Covid-19). Businesses have had to close doors to curtail the spread of the virus and this will lead to a lower income for government through taxes, making less funding available for the aforementioned requirements of government. The Office will continue to develop plans to prioritise and work more efficient and effective.</p> <p>Payment of legitimate supplier invoice within 30 days remains a challenge in the Office as the Office is dependent on the DOD and the aged legacy systems. The Office is in process, based on the Ministerial Directive signed on 25 October 2018 to implement interventions to ensure compliance.</p>
<p>INFORMATION & COMMUNICATION TECHNOLOGY</p>	<p>The Office will strengthen its IT policy, strategy and plans by institutionalising an IT Governance Framework, including the securing and development of IT platforms commensurate with specific requirements. The institutionalisation of the latter Framework will be achieved by monitoring and evaluating its investment in and expenditure on IT, thereby ensuring that information assets are managed effectively.</p>

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

Performance Delivery Environment

Office of the Military Ombud Contribution to National Imperatives of Government for the FY2022/23 to the FY2024/25. In pursuance of the legislative mandate, the Office will contribute to the following national imperatives, informing the Result-Based Model (RBM), as depicted in Figure 3 below.

Figure 3: Military Ombud Results-Based Model



The Revised Medium-Term Strategic Framework 2019 - 2024. The MTSF 2019-2024 was developed in 2019, approved by Cabinet at the end of October 2019 and officially launched with the SONA 2020 for implementation. Subsequently, a decision was taken to revise the MTSF based on critical new developments including the Covid-19 pandemic. The revised three (3) foundational pillars and seven (7) Apex priorities of government as articulated in the revised 2019 - 2024 MTEF dated October 2021.

- The three (3) MTSF Foundational Pillars are as follows:
 - MTSF Foundational Pillar 1: A Strong and Inclusive Economy.
 - MTSF Foundational Pillar 2: Capable South Africans.
 - MTSF Foundational Pillar 3: A Capable Developmental State.
- The seven (7) Apex Priorities of Government are:
 - MTSF Apex Priority 1: Building a capable, ethical and developmental state.
 - MTSF Apex Priority 2: Economic transformation and job creation.
 - MTSF Apex Priority 3: Education Skills and Health
 - MTSF Apex Priority 4: Consolidating the social wage through reliable and quality basic services.
 - MTSF Apex Priority 5: Spatial integration, human settlement and local government.
 - MTSF Apex Priority 6: Social cohesion and safer communities.
 - MTSF Apex Priority 7: A better Africa and world.

By virtue of the Legislative mandate the Office of the Military Ombud will directly contribute to the following Apex Priorities of Government:

- MTSF Apex Priority 1: Building a capable, ethical and developmental state.
- MTSF Apex Priority 6: Social cohesion and safer communities.
- MTSF Apex Priority 7: A better Africa and world.

The Office will also contribute indirectly to the following Apex Priorities of Government:

- MTSF Apex Priority 2: Economic transformation and job creation.
- MTSF Apex Priority 3: Education Skills and Health
- MTSF Apex Priority 4: Consolidating the social wage through reliable and quality basic services.
- MTSF Apex Priority 5: Spatial integration, human settlement and local government.

National Development Plan (NDP). The NDP states that citizens have the right to expect government to deliver certain basic services and to hold leaders accountable for their actions. They also have responsibilities to other citizens, including mutual respect, tolerance and abiding by the laws of the land. The Office of the Military Ombud directly contributes to this reciprocal relationship by serving as a fair, independent and expeditious channel for members of the South African National Defence Force (SANDF) and the public who have unresolved differences with the Department of Defence (DOD).

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

- 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”.

Figure 4: Sustainable Development Goals (SDG)



The State of the Nation Address. During the SONA of 2022 the President highlighted that one of the priorities is to build a capable, ethical and developmental state. The Office of the Military Ombud will contribute through various initiatives. The Office will furthermore continue to support the youth employment interventions such as internships and youth employment, gender-based violence awareness programmes and payment of suppliers within 30 days.

African Union (AU) Agenda 2063. The previous plans and commitments were reviewed during the development of the African Union (AU) Agenda 2063, and a pledge was made to take into account the lessons learnt such as putting 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 following seven (7) aspirations for Africa were developed and accepted:

1. *“A prosperous Africa based on inclusive growth and sustainable development.*
2. *An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance.*
3. *An Africa of good governance, democracy, respect for human rights, justice and the rule of law.*
4. *A peaceful and secure Africa.*
5. *An Africa with a strong cultural identity, common heritage, values and ethics.*
6. *An Africa where development is people-driven, unleashing the potential of its women and youth.*
7. *Africa as a strong, united and influential global player and partner.”*

The Office will contribute to aspirations 3, 4 and 7 by means of ensuring that complaints submitted are investigated fairly and expeditiously thus indirectly impacting on good governance, respect for human rights, justice and the rule of law.

Organisational Imperatives

Minister of Defence and Military Veterans Priorities for the FY2022/23 to FY2024/25.

The evolving Ministerial Priorities for the 2020 – 2025 planning period that give impetus to the execution of the Military Ombud mandate through ministerial direction over the short-, medium- and long term within available resources are confirmed as follows:

- MOD&MV Priority 1: Provide Strategic Direction.
 - Strategic Direction. Provide strategic direction to ensure that the Office meets the predetermined expectations of Government.
 - 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.
- MOD&MV Priority 2: Ensure Departmental Governance, Administration and Accountability within the Regulatory Framework.
 - 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.
 - Human Resources. The directing of the renewal of the organisation human resource activities to ensure that the personnel profile is able to meet both current and future obligations.

Military Ombud Focus Areas for the FY2022/23 to FY2024/25. In support of the Revised MTSF Foundational Pillars and Apex Priorities of Government and MOD&MV's priorities the Military Ombud identified the following seven (7) focus areas which was also presented to the Portfolio Committee on Defence and Military Veterans (PCD) in February 2021:

- 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.

- Military Ombud Focus Area 3: Institutional Independence
 - Positioning of 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 wrt 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.
 - The DOD and Office of the Military Ombud Workgroup created by the erstwhile SecDef to continue with development of solution and implementation of the Ministerial Policy Directive.

- Military Ombud Focus Area 5: Institutionalisation of the Governance Risk and Compliance (GRC) Framework.
 - To ensure accountable and effective management of resources through enterprise risk management approach.

- 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.

- 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).

Military Ombud Support to Secretary for Defence (SecDef) and the Chief of the SA National Defence Force (CSANDF) Focus Areas for the FY2022/23 to FY2024/25. Over and above the priorities listed by MOD&MV and the Military Ombud, the Office is in full support of the priorities listed by the SecDef and the CSANDF wrt the implementation of internal controls to reduce fraud and corruption and support to the legal processes of the Department in relation to written complaints received.

ORGANISATIONAL ENVIRONMENT

The Office of the Military Ombud 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.

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 6 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% (59 posts) 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 a Unit 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 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 erstwhile 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.

In light of the above discussion the Office is planning during the 2022 MTEF to continue with the “pop-up” offices concept to ensure the promotion of the Office, highlighting the mandate including the finalisation of the GTAC process.

Figure 5: Reporting Lines

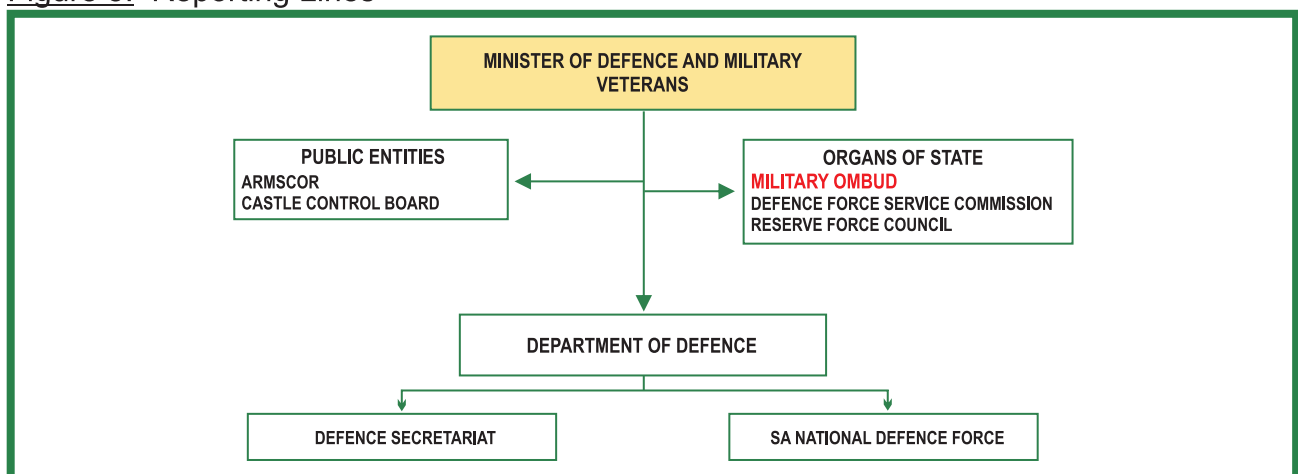
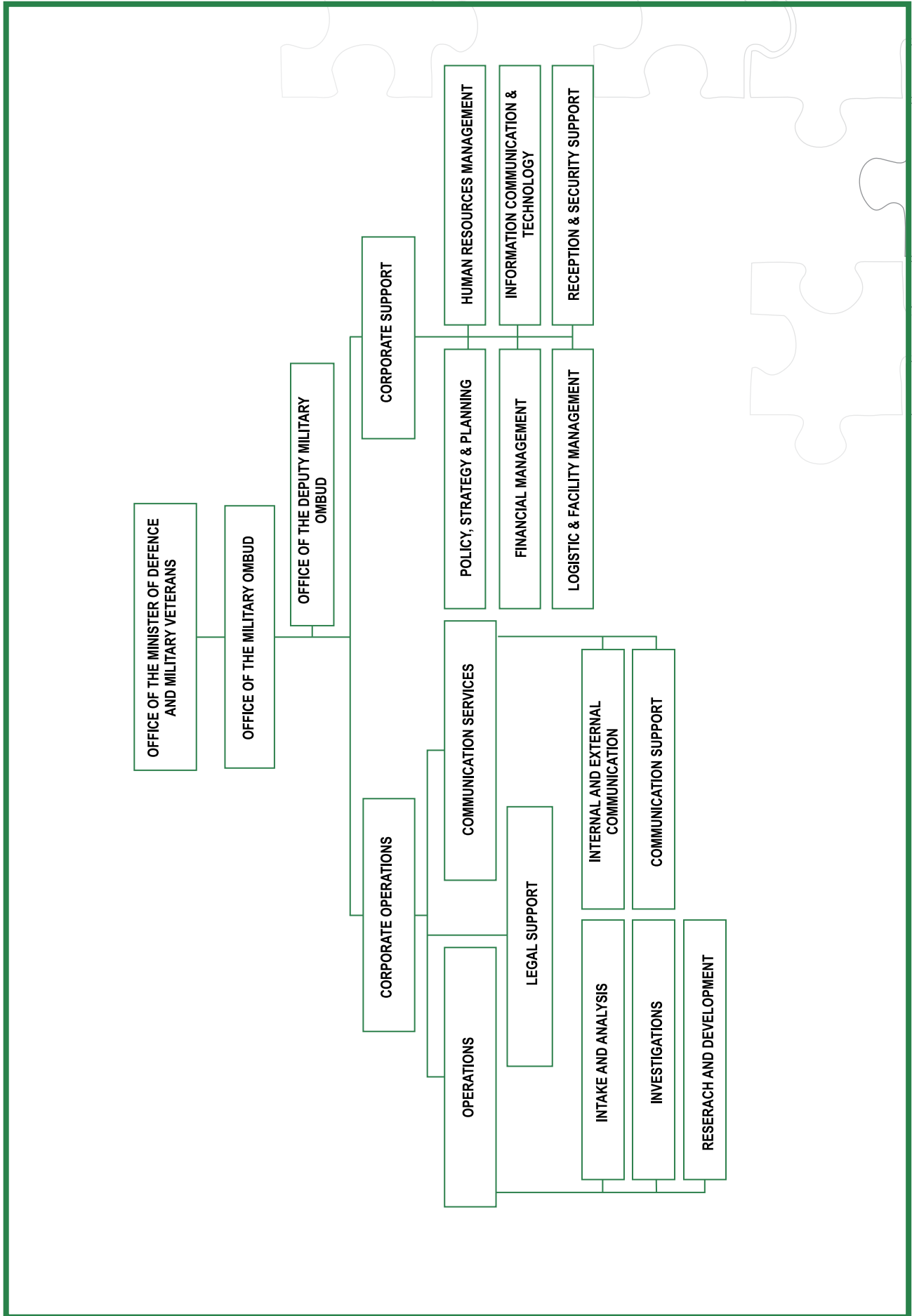


Figure 6: Organisational Structure of the Office

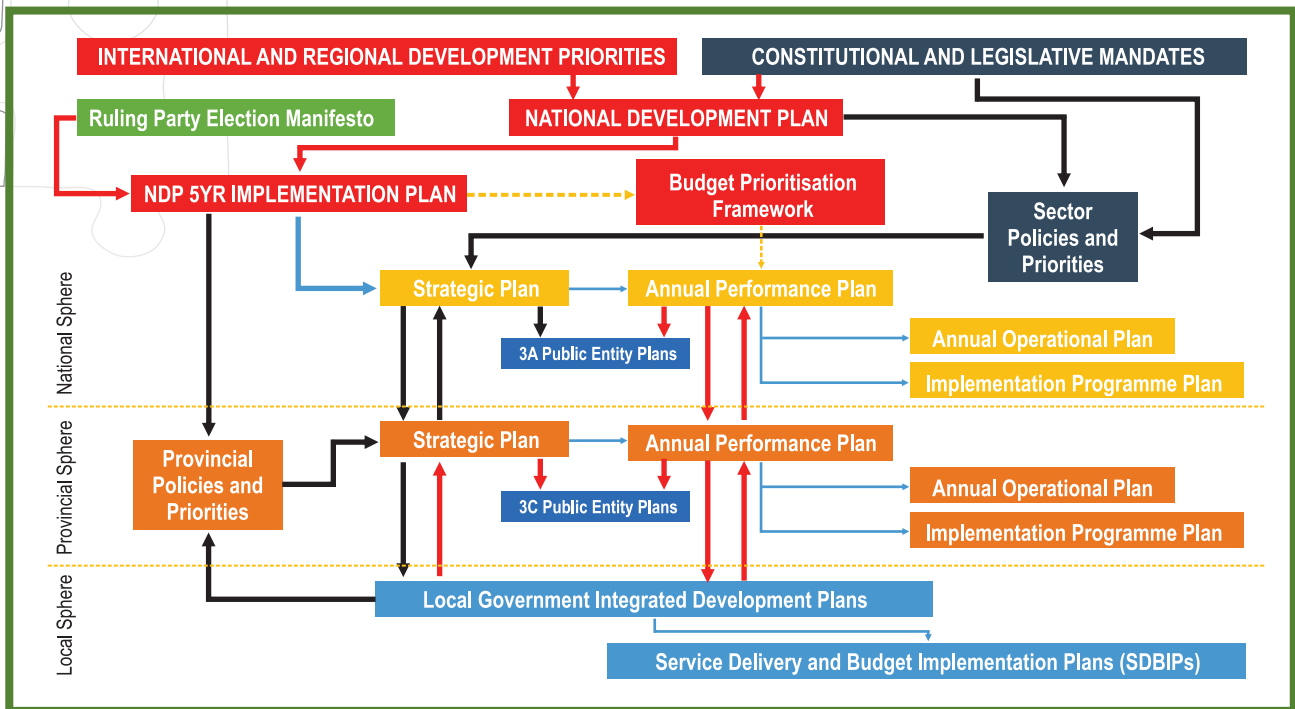


PART C: MEASURING OF THE MILITARY OMBUD PERFORMANCE

MILITARY OMBUD PERFORMANCE INFORMATION

Over the 2019-2024 MTSF period, the Office will continue to support the Government's priorities as in the Revised 2019 - 2024 MTSF and ultimately the National Development Plan, "Vision 2030" as well as the NDP 5-year Implementation Plan. To ensure the Office's alignment with the National, Provincial and Local Government Planning Cycle, as articulated in the Revised Framework, reflected in Figure 7 below, the Office will update its current Strategic Planning Framework.

Figure 7: National, Provincial and Local Government Planning Alignment



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

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

- The implementation of the outcomes-based (logic model) planning, budgeting, reporting and risk management in the Office of the Military Ombud. (Figure 8)
- The alignment of planning, budgeting, monitoring and evaluation (reporting) processes and risk management of the Office with the requirements of national legislation.
- Improved output delivery accountability and compliance.
- Office of the Military Ombud performance information management focused strategically on meeting the mandate as aligned with the intent and priorities of Government.

Figure 8: Key Performance Information Concepts (Result Based Concepts)

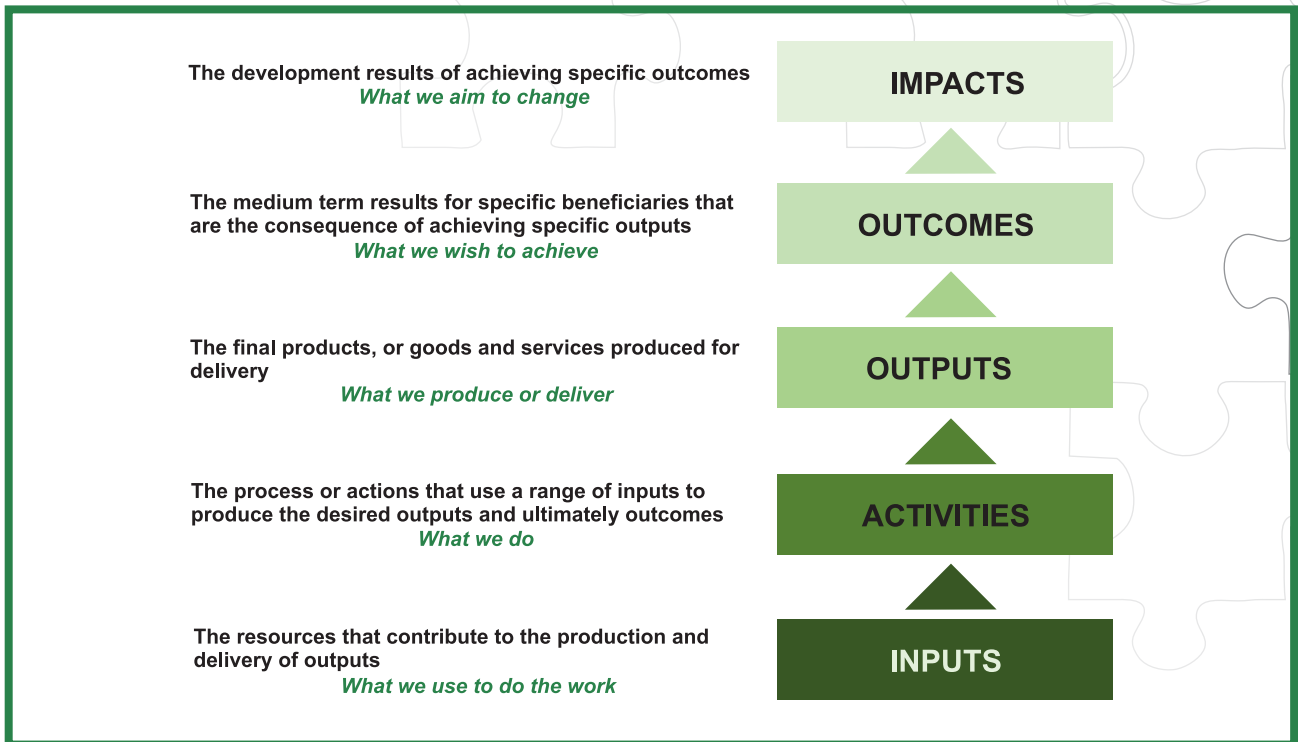
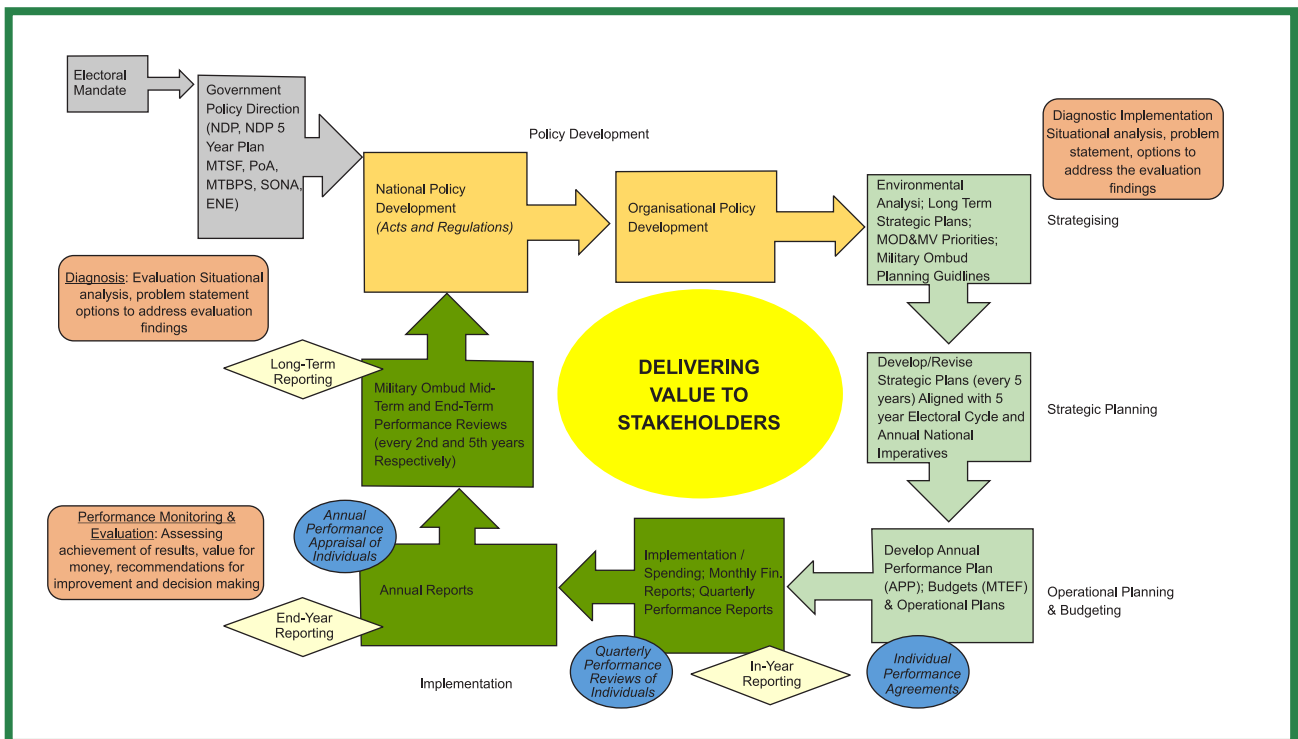


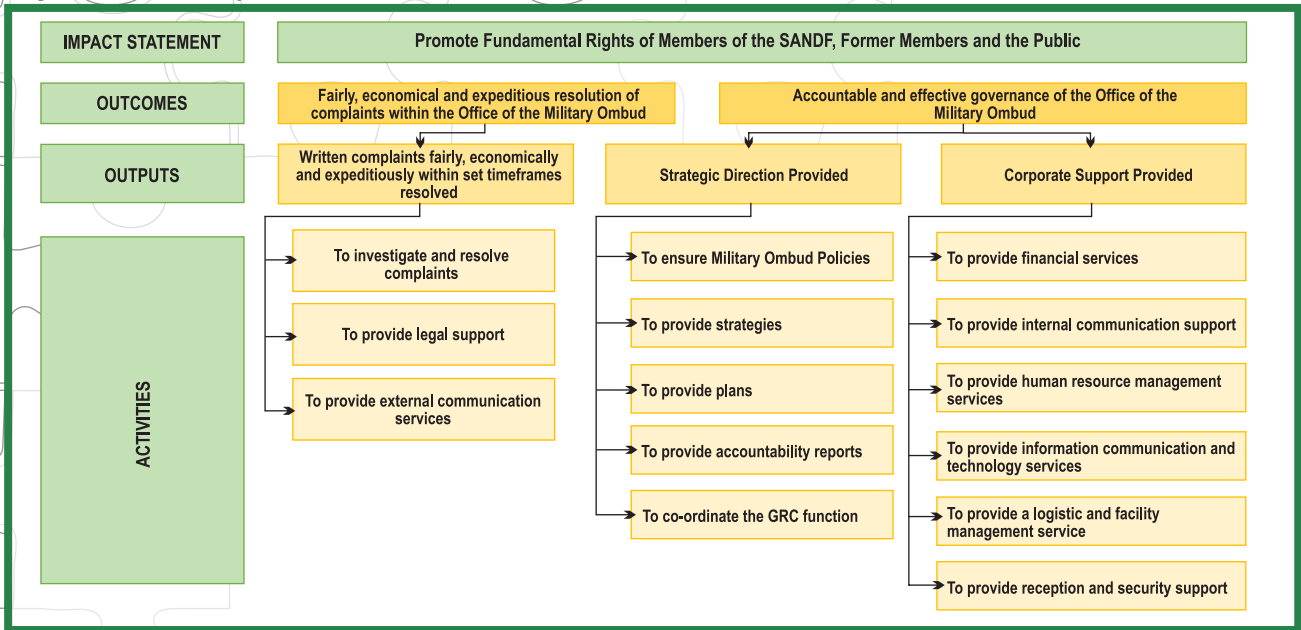
Figure 9: Planning, Budgeting and Reporting Cycle



The Result Based Model (Figure 3) and the components provided therein, systematically add value to the Office of the Military Ombud when supported by well-defined and auditable performance information (Impact, Outcome, Output, Performance Indicators and Targets), thereby providing for and enabling the “measuring of what must be done and what has been achieved”.

For the Office of the Military Ombud to ensure alignment with its legislative mandate and the Results-Based Model, the Military Ombud RBM is reflected in the figure below. The activities included in the Military Ombud RBM will be managed through the Office of the Military Ombud Annual Operational Plan (AOP) for 2022.

Figure 3: Military Ombud Results-Based Model



OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND ANNUAL TARGETS FOR THE FY2022/23 TO FY2024/25

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

Table 5: Impact Statement

IMPACT STATEMENT	Promote fundamental rights of members of the SANDF, Former Members and the Public.
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Measuring of the Outcomes. The detailed performance outcomes in support of the above Impact Statement is provided in table 6 below. The outcomes of the Office as defined below highlights what the Office aims to achieve. The strategic outcomes are directly related to/aligned with the legislative mandate of the Office.

Table 6: Measuring of Outcomes

Outcomes	Outcome Indicators	Baseline FY2018/19	Five Year Target 2025
Fair, economical and expeditious resolution of written complaints.	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud.	75%	75%
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%

Defining of the Outputs. The outputs listed in table 7 below supports the outcomes of the Office of the Military Ombud. The outputs describes the actions that the Office will implement to contribute to the achievement of the outcomes.

Table 7: Defining of Outputs

Outputs	Output Description
<p><u>Output 1:</u> Written complaints fairly, economically and expeditiously within set timeframes resolved.</p>	<p>The Military Ombud Act 4 of 2012 establishes the Office with the objective to investigate and ensure that complaints are finalised in a fair, economical and expeditious manner. The Military Ombud Complaints Regulations, 2015 prescribes in Regulations 5, 6 and 7 that:</p> <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.
<p><u>Output 2:</u> Strategic Direction provided.</p>	<p>This output is a management tool that documents and seeks to ensure strategic direction through the institutionalisation of policies, strategies and plans.</p>
<p><u>Output 3:</u> Corporate Support services provided.</p>	<p>This output will measure the support services delivered to ensure the realisation of the mandate in accordance with the Regulatory Framework.</p>

Table 8: Outcomes, Outputs, Performance Indicators and Annual Targets for FY2022/23 to FY2024/2025

Outcomes	Outputs	Output Indicators ¹	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			18/19	19/20	20/21	21/22	22/23	23/24	24/25
<p><u>Outcome 1:</u> Fair, economical and expeditious resolution of written complaints.</p> <p><u>Outcome 2:</u> Accountable and effective governance of the Office of the Military Ombud.</p>	<p><u>Output 1:</u> Written complaints fairly, economically and expeditiously within set timeframes resolved.</p> <p><u>Output 2:</u> Strategic Direction provided.</p>	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud.	New Indicator	80%	75%	75%	75%	75%	
		Percentage adherence to the Military Ombud Master Record Index (MRI) for policies.	New Indicator		60%	65%	70%		
		Percentage adherence to the Military Ombud Master Record Index (MRI) for strategies.	New Indicator		80%	80%	80%	80%	
		Percentage adherence to the Military Ombud Master Record Index (MRI) for plans.	New Indicator		100%	100%	100%	100%	
		Percentage of Military Ombud accountability documents submitted in accordance with National Prescripts.	100%	100%	100%	100%	100%	100%	
		Percentage compliance of the Office of the Military Ombud to parliamentary activities.	New Indicator			100%	100%	100%	
		Percentage compliance with communication plan.	New Indicator			100%	100%	100%	

¹ Detail wrt the defining and measurement of the Output Indicators are captured in the Technical Indicator

OUTPUT INDICATORS, ANNUAL AND QUARTERLY TARGETS FOR THE FY2022/23

The annual and quarterly targets of the outputs as described above are defined in table 9 below.

Table 9: Indicators, Annual and Quarterly Targets for FY2022/23.

Output Indicator	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output 1: Written complaints fairly, economically and expeditiously within set timeframes resolved					
Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud.	75%	18.75%	37.50%	56.25%	75%
Output 2: Strategic Direction provided.					
Percentage adherence to the Military Ombud Master Record Index (MRI) for policies.	60%	-	-	-	60%
Percentage adherence to the Military Ombud Master Record Index (MRI) for strategies.	80%	-	-	-	80%
Percentage adherence to the Military Ombud Master Record Index (MRI) for plans.	100%	22.22%	-	-	77.78%
Percentage of Military Ombud accountability documents submitted in accordance with National Prescripts.	100%	100%	100%	100%	100%
Percentage compliance of the Office of the Military Ombud to parliamentary activities.	100%	100%	100%	100%	100%
Output 3: Corporate Support services provided.					
Percentage compliance with the communication plan.	100%	100%	100%	100%	100%

PLANNED PERFORMANCE OVER THE MEDIUM TERM STRATEGIC FRAMEWORK PERIOD 2022

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

Outcome 1 measures the core objective of the Office of the Military Ombud as derived from the Military Ombud Act, 4 of 2012. Whilst Outcome 2 measures the extent at which the Office adheres to government prescripts and the controls that are put in place to ensure compliance thereof, in achieving the Revised MTSF Foundational Pillars and Apex priorities.

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

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

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

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

- National Development Plan (NDP) Vision 2030;
- Revised Medium Term Strategic Framework (MTSF) 2019 – 2024;
- Sustainable Development Goals (SDG);
- State of the Nation Address (SONA);
- National Security Strategy; and the
- Minister of Defence and Military Veterans Agreement.

PROGRAMME RESOURCE CONSIDERATIONS

Full Cost. The Expenditure of National Estimates for the Office of the Military Ombud for FY2022/23 to FY2024/25 is indicated in Table 10 and 11 below.

Table 10: Full Cost for FY2022/23 to FY2024/25

Sub-Programme	Audited Outcome			Vote	MTEF Estimates					
	2018/19	2019/20	2020/21		2022/23		2023/24		2024/25	
	R'000	R'000	R'000	R'000	Full Cost	Budgeted Amount	Full Cost	Budgeted Amount	Full Cost	Budgeted Amount
Military Ombud ²	R49,134	R53,083	R52,150	R56,122	R92,801	R66,730	R95,561	R67,163	R96,613	R70,179
Total	R49,134	R53,083	R52,150	R56,122	R92,801	R66,730	R95,561	R67,163	R96,613	R70,179
Funding Deviation	-	-	-	-	-R26,071		-R28,398		-R26,434	

²The Office of the Military Ombud is a sub-programme within the DOD Programme 1 Administration and receive an earmarked budget allocation from the Department.

Table 11: Economic Classification for FY2022/23 to FY2024/25.

Economic Classification	Economic Classification 3 rd Level	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
Payments	Compensation of Employees	37,445	41,514	42,951	38,738	40,461	39,137	40,894
	Goods and Services	10,444	10,134	6,512	15,629	24,416	26,029	26,179
Payments Total		47,888	51,647	49,462	54,366	64,878	65,166	67,073
Transfers and Subsidies	Departmental Agencies and Accounts	0	1	1	1	1	1	1
	Households (HH)	392	728	8	138	140	142	142
	Provincial and Local Government	9	8	8	8	7	8	9
Transfers and Subsidies Total		400	737	18	148	148	151	152
Purchase / Construction Capital Assets	Machinery and Equipment	809	699	2,280	1,256	1,494	1,746	2,654
	Software and Intangible Assets	36	0	390	352	210	100	300
Purchase/Construction Capital Assets Total		846	699	2,670	1,608	1,704	1,846	2,954
Grand Total		49,134	53,083	52,150	56,122	66,730	67,163	70,179

The total budget allocation for FY2022/23 for the Office of the Military Ombud is **R66,730** million and the expenditure trends are reflected in Table 10. The increase in the baseline when looking at the seven (7) year figures is linked to the increase in personnel as the Office has grown and personnel has been appointed to ensure effective and efficient service delivery. There is, however, a decrease in the CoE allocation for the 2022 MTEF in comparison with previous years and this is being addressed with the DOD as the staff compliment of the Office has not decreased.

The total HR budget allocation is **R40,461** million. There is a decrease in the HR allocation compared to the expenditure of previous years. This decrease in the allocation is a matter of serious concern as it does not provide for the current sixty three (63) staffed posts in the Office. The decrease is a result of the CoE allocation of the Office being further reduced by the DOD for the MTEF due to a CoE reduction for the DOD with the latest letter of allocation from NT.

The operating budget is **R26,269** million. The operating budget of **R26,269** million remains to satisfy all the operational requirements of which the largest cost drivers being Subsistence and Travel (S&T) of **R2,989** million, computer services for **R7,092** million, **R3,676** 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 **R4,103** million for advertising which includes the placing of adverts in national and local newspapers and on various radio stations to promote the existence of the Office to the public.

ENTERPRISE RISK MANAGEMENT

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

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

The key to an economical and efficient risk program is control over the risk management function with assurance that actions performed are desirable, necessary, and effective to reduce the overall cost of operational risk. Although accidental losses are unforeseen and unplanned, there are methods which can make events more predictable. The more predictable an event, the less risk is involved since the occurrence can be prevented or mitigated; or at minimum, expenses can be estimated and budgeted for. The Office of the Military Ombud is in process of establishing its approach towards risk management in line with legislative requirements as stipulated in Section 38(1) of the PFMA (Act 1 of 1999), as amended and Section 3.2 of the Treasury Regulations. Furthermore, the National Public Sector Risk Management Framework encourages Government Departments to implement an enterprise-wide risk management framework that spans through 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 outcomes of the organisation are included in Table 12.

Table 12: Enterprise Risks with Risk Mitigation from the Military Ombud Strategic Plan

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



PUBLIC ENTITIES REPORTING TO THE MILITARY OMBUD

There are no public entities reporting to the Military Ombud.

INFRASTRUCTURE PROJECTS

There are no infrastructure projects listed for the FY2022/23.

DISTRICT BASED SERVICE DELIVERY MODEL

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

CONDITIONAL GRANTS

The Office of the Military Ombud has no conditional grants for the FY2022 /23.

PUBLIC PRIVATE PARTNERSHIPS

There are no registered public-private partnerships within the Office of the Military Ombud for the FY2022/23.

CONSOLIDATED INDICATORS

As the Office of the Military Ombud has no consolidated indicators for the FY2022/23, no tables were added to this APP.

PART D: TECHNICAL INDICATOR DESCRIPTION

Indicator Title	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud.
<p>Definition</p>	<ol style="list-style-type: none"> 1. The Military Ombud Act 4 of 2012 establishes the Office with the objective to investigate and ensure that complaints are finalised in a fair, economical and expeditious manner. The Military Ombud Complaints Regulations, 2015 prescribes in Regulations 5, 6 and 7 that: <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. <u>Defining Fair, Economical and Expeditious:</u> <ol style="list-style-type: none"> a. <u>Fairness:</u> 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 Respondent. b. <u>Economical:</u> Deal with a matter before the Military Ombud, utilising Human, Financial and Material resources fit for the matter at hand. c. <u>Expeditious:</u> Deal 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 Respondent to respond promptly. 3. <u>Defining Simple, Complex and Carry-Over Complaints:</u> <ol style="list-style-type: none"> a. <u>Simple Complaints</u> 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. <u>Complex Complaints</u> 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. <u>Carry-Over Complaints</u> are those complaints not resolved by the Military Ombud on 31 March of each FY.
<p>Purpose of the Indicator</p>	<p>The purpose of the indicator is to measure the resolution rate of written complaints submitted.</p>
<p>Source of Data</p>	<ol style="list-style-type: none"> 1. Military Ombud Act, Act 4 of 2012. 2. Military Ombud Regulations. 3. Complaints Handling Manual. 4. Written complaint database. 5. Military Ombud Annual Operational Plan.
<p>Method of Calculation or Assessment</p>	<p>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</p>

Indicator Title	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud.
Means of Verification	<ol style="list-style-type: none"> 1. Military Ombud Act, Act 4 of 2012. 2. Military Ombud Regulations. 3. Complaints Handling Manual. 4. Written Complaint Database. 5. Military Ombud Annual Operational Plan.
Assumptions	Complaints are resolved in a fair, economic, expeditious manner within the set timeframes
Disaggregation of Beneficiaries (where applicable)	Target for Woman: N/A Target for Youth: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative
Reporting Cycle	Quarterly
Desired Performance	75% written complaints resolved within the timeframe set
Indicator Responsibility	Chief Director Operations

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record Index for Policies.
Definition	<ol style="list-style-type: none"> 1. The administration of all Policies are managed by the Office of the Military Ombud Policy Workgroup. 2. The Policy on Policies prescribes the process and procedures for the development, promulgation and maintenance of Office of the Military Ombud (Level 1) Policies. 3. The phases of policy development and maintenance are as follows: <ol style="list-style-type: none"> a. Analyse Policy. b. Develop Policy. c. Implement Policy. d. Monitor and Evaluate Policy. 4. Definition of Terms: <ol style="list-style-type: none"> a. The term "Master Record Index (MRI)" refers to the Office of the Military Ombud MRI for Policies which is a control index of all Policies. b. The term "policies" refers to all Office of the Military Ombud Policies which is the highest level of policy and is authorised for implementation by the Military Ombud. c. The term "overdue" refers to policies which have not met their planned promulgation or revision dates, as stipulated in the Office of the Military Ombud MRI for Policies. d. The term "promulgated" refers to policies which have been authorised by the Military Ombud and published. e. The term "revision" refers to the review of policies which entails the evaluation and updating thereof. f. The term "Promulgation Date" refers to the date on which the latest edition of an authorised policy is officially published.
Purpose of the Indicator	The purpose of the indicator is to monitor the promulgation of Office of the Military Ombud Policies to ensure sound, comprehensive and executable policies.
Source of Data	<ol style="list-style-type: none"> 1. Office of the Military Ombud Policy on Policy. 2. Policy Workgroup Minutes. 3. Policy Status Report. 4. Policy Database.
Method of Calculation or Assessment	<p>Score = $X/Y \times 100 = \%$.</p> <p>X = total number of Policies that comply with their planned promulgation dates. Y = total number of Policies scheduled for promulgation.</p> <p>Percentage Score = Total number of Policies that comply with their planned promulgation dates / total number of Policies scheduled for promulgation * 100.</p>
Means of Verification	<ol style="list-style-type: none"> 1. Office of the Military Ombud Policy on Policy. 2. Policy Workgroup Minutes. 3. Policy Status Report. 4. Policy Database.
Assumptions	<ol style="list-style-type: none"> 1. Responsible Authorities (RA) adhere to their planned promulgation dates. 2. The Policy on Policies must be promulgated and maintained.
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	Annually.
Desired Performance	All Office of the Military Ombud policies are promulgated as scheduled.
Indicator Responsibility	Policy, Strategy and Planning.

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record Index for Strategies.
Definition	<ol style="list-style-type: none"> 1. The Office of the Military Ombud Master Record Index (MRI) for Strategies is a control index of all organisational strategies that are required to be developed, approved, promulgated and implemented. 2. The indicator tracks the progress of the development, approval, promulgation and implementation of organisational strategies in the Office of the Military Ombud.
Purpose of the Indicator	<ol style="list-style-type: none"> 1. The Office of the Military Ombud MRI for Strategies is a management tool that documents and seeks to manage the development, approval, promulgation and implementation of strategies through management interventions. 2. Furthermore the TID ensures organisational compliance with National Planning Cycle, the DOD Timelines and therefore the TID gives effect to the external and internal requirements. 3. The management of the Office of the Military Ombud MRI for Strategies 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 strategies. 4. The Performance Indicator Specialist, who is responsible for the management of the MRI for Strategies as included in the Office of the Military Ombud Annual Performance Plan (APP), will report performance for a specific year, on a quarterly basis. 5. The Functional Strategy Owner will report on the status of a specific strategy to the Performance Indicator Owner on a quarterly basis and as part of the reporting process. 6. Functional Board Approval – Phase 1. The organisational strategies will be developed by the Functional Owner and presented to MANCO for approval prior to submission to the Military Ombud. A standardised six step approach in the development of strategies: <ol style="list-style-type: none"> a. <u>Step 1: Plan for Planning.</u> This process co-ordinates and integrates the strategising and planning activities in the Planning, Budgeting and Reporting Timeline in order to ensure that strategies and plans are programmed and sequenced in an orderly manner and consistent with the SD Framework Context Model and subsequent policies. It sets out the Project Plan with associated responsibilities and timeframes. b. <u>Step 2: Analyse the Office of the Military Ombud Mandate.</u> Establish a common understanding of what the Office must do, may do and may not do as guided by prevailing legislation. c. <u>Step 3: Confirm the Office of the Military Ombud Strategic Intent: Strategic Planning Framework.</u> This step confirms the Strategic Intent which includes the Vision, Mission, Values and Strategic Planning Framework, which is used as a basis for analysis. Steps 1 and 2 are executed interchangeably as new elements of mandate are identified. d. <u>Step 4: Perform Environmental Analysis (External and Internal).</u> This step enables an analysis of the external and internal environment (opportunities, threats, strengths and weaknesses) and document factors that may have an impact on the Office's ability to execute its mandate. e. <u>Step 5: Formulate Strategic Focus Areas (SFAs).</u> This step identifies the fundamental organisational priorities, and strategic focus areas regarding policy questions and / or challenges in the Office that needs to strategically drive the planning process. Risks are also identified in this step. Steps 4A, 4B and 5 correspond with Stage 2 in the Strategic Planning Process. f. <u>Step 6: Formulate Concepts / Strategies.</u> This step formulates high-level actions such as concepts and / or strategies towards achieving the Office of the Military Ombud mandate taking into account the SFA's. Step 6 corresponds with Stages 3, 4, 5 and 6 in the Strategic Planning Process, namely: <ol style="list-style-type: none"> i. The Formulation and Selection of Strategic Joint Broad Options. ii. Development of Strategic Joint Options. iii. Development of Strategy. iv. Development of Strategic Support Strategies.

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record Index for Strategies			
	8. <u>Approval - Phase 2.</u> The approach in the approval of the Strategies for submission to the authorised entities for approval by the Military Ombud and promulgation by PSP.			
	9. <u>Promulgation Phase 3, Publishing</u>			
	10. <u>Implementation - Phase 4.</u> The approach for the promulgation of the strategies is once it has been signed-off by the Military Ombud, the strategy is distributed and published on the Intranet, Policy, Strategy and Planning (PSP) Repository for implementation.			
	11. The total number of strategies as required in the Office of the Military Ombud, are listed below:			
	Ser	Hierarchy of Strategies	Purpose / Strategies	Remarks
	1	Strategy.	Office of the Military Ombud Strategy as the corporate overarching strategy	For the FY2021/22 The conceptual development to be initiated. The development of the strategy will be carried into the FY 2022/23.
	2	Military Ombud Accountability Strategy.	Military Ombud Governance and Accountability Strategy	The development of the strategy will be carried into the FY 2022/23.
	3	HR Strategy.	HR Strategy.	Development has been initiated.
	4	Logistics Strategy.	Overarching Logistic Strategy.	
	5	Research and Development Strategy.		
	6	Information and Communication Technology Strategy.	ICT Strategy.	
	7	Training Strategy.	Education Training and Development Strategy (Also known as the HR Development Strategy).	
	8	Finance Strategy.		
	Specialist Staff Support Strategies eg. Communication Strategy.			
	9		Governance of Information and Communication Systems Strategy.	
10		Rapid acquisition strategy - To form part of the DAP 5000 Policy.	Included in DAP 1000/5000. Finalised. Not required according to previous C Def Mat.	
11		Long Term Technology Development Strategy.		
12		Strategic Communication Intervention Strategy.		
13		Cyber Warfare Strategy.		
14		Stock Level Strategy.		
Total Number of Military Ombud Strategies			<p>A total of 14 strategies are required to be developed less 5 strategies that have been developed = 9 strategies are to be developed over multiple years</p> <p>For the FY2021/22</p> <p>Development: 1 Strategy. Work will begin on the development of the strategy, pending the approval of the level of ambition</p> <p>Approval: 0 strategies.</p> <p>Implementation: 0 Strategies</p>	

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record Index for Strategies
Source of Data	<ol style="list-style-type: none"> 1. Master Record Index for Strategies (Provides the number of strategies that are required to be developed, approved, promulgated and implemented). 2. Policy, Strategy and Planning Quarterly Report on the Master Record Index for Strategies (Provides the status of the strategies). 3. Quarterly Performance Report on the Master Record Index for Strategies. 4. MANCO Minutes (Provides for the recommendation of the strategies). 5. Proof of signature of the Military Ombud (Provides for the approval, promulgation and implementation of strategies). Policy, Strategy and Planning Repository for published approved strategies.
Method of Calculation or Assessment	<p>Computation Score = $X/Y * 100\%$ is explained by means of an example:</p> <ol style="list-style-type: none"> 1. The MRI for Strategies will be measured as follows: <ol style="list-style-type: none"> a. <u>Phase 1: Development.</u> X=Number of Strategies in the developmental phase / Y=Total number of Strategies required to be developed in a specific financial year = %. Eg FY2021: 1/18 (Total strategies 23, less 4 strategies finalised, less 1 in the promulgation phase) = 5,55% is the target. b. <u>Phase 2: Approval.</u> X=Number of Strategies in the approval phase / Y=Total number of Strategies required to be approved in a specific financial year = %. Eg FY2021: 0/0=0% or No target set as no strategies are required to be approved. c. <u>Phase 3: Promulgation.</u> X=Number of Strategies in the promulgation phase / Y=Total number of Strategies required to be promulgated in a specific financial year = %. E.g. FY2021: 1/1=100%. The Ethics policy has been approved but requires the final signature of Mil Ombud prior to promulgation. HR has indicated that the policy on ethics is required to firstly be developed and approved prior to the strategy being implemented. d. <u>Phase 4: Implementation.</u> X=Number of Strategies in the implementation phase / Y=Total number of Strategies required to be implemented in a specific financial year = %. E.g. FY2021: 0/0=0% or no target set as no strategies are required to be approved. <p>Please note: The implementation of the Strategy is measured by the Functional Owners.</p>
Means of Verification	<ol style="list-style-type: none"> 1. Master Record Index for Strategies (Provides the number of strategies that are required to be developed, approved, promulgated and implemented). 2. Policy, Strategy and Planning Quarterly Report on the Master Record Index for Strategies (Provides the status of the strategies). 3. Quarterly Performance Report on the Master Record Index for Strategies. 4. MANCO Minutes (Provides for the approval of the strategies). 5. Proof of signature of the Military Ombud (Provides for the approval, promulgation and implementation of strategies). 6. Policy, Strategy and Planning Repository for published approved strategies.

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record Index for Strategies
Assumptions	<ol style="list-style-type: none"> 1. Strategy that is guided by the Cabinet approved level of Ambition approved by the Executive Authority providing departmental strategic direction is developed and approved to guide subsequent departmental strategy, development, approval and implementation. 2. Strategy is developed, approved, and promulgated. 3. Subordinate strategies are developed.
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	Annually.
Desired Performance	All strategies are promulgated as scheduled.
Indicator Responsibility	Policy, Strategy and Planning.

Indicator Title	Percentage adherence to the Master Record Index for Plans
Definition	The term “MRI” refers to the Master Record Index for Plans which is a control index of all Corporate, and Functional 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 Corporate and Functional Plans in the Office. 2. The Office of the Military Ombud Corporate and Functional Plans are directed by the approved Office of the Military Ombud Strategy. 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 Office of the Military Ombud MRI for Plans is a management tool to ensure the Office's timely submission of approved Plans to External stakeholders, in alignment with National Regulatory Frameworks and the submission of organisational Plans, in alignment with instructions/directives to Internal 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 Corporate and Functional Plans, through instructions/directives and the submission of organisational plans in accordance to National Prescripts and instructions/directives. 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. 7. The Corporate, Functional Plans Owner will report on the status of a specific plan to the Performance Indicator owner on a quarterly basis and as part of the reporting process. 8. To ensure compliance with National Regulatory requirements and instructions/directives, the following eight steps will be followed by Corporate, Functional Plans, to ensure compliance with the MRI for Plans: <ol style="list-style-type: none"> a. The development of the Corporate, Functional Plans. b. The presentation to the applicable Functional Boards for endorsement. c. The presentation to the MANCO (if required) for endorsement, prior to submission to the EXCO. d. The submission for approval to the Military Ombud, prior to submission to the required Internal and/or External Stakeholders, where required. e. The submission of approved Plans to External and Internal Stakeholders as per National Prescripts and instructions. f. The implementation of the approved Corporate, Functional Plans, instructions/directives. g. The submission of the proof of Corporate, Functional Plans been submitted to Internal and External Stakeholders by the Corporate, Functional Plans Owners to the Corporate Planning Office to ensure safekeeping for audit purposes. h. Publishing of the Corporate and Functional Plans on the Intranet, Internet and Strategy and Planning Repository.

Indicator Title	Percentage adherence to the Master Record Index for Plans			
	9. The Corporate, Functional 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 FY2022/23 are included as follows:			
	Corporate Plans		Targets for the FY2022/23³	Date of Submission
	1	Long-term Plan (10 to 30 year).	0	Not Applicable
	2	Strategic Plan (5 year).	0	Not Applicable
	3	Annual Performance Plan (Annually).	1	4 th Quarter
	4	Annual Operational Plan (Annually).	1	4 th Quarter
	Functional Plans			
	5	Service Delivery Improvement Plan	0	Not Applicable
	6	Procurement Plan (Annually).	1	4 th Quarter
	7	Human Resource Plan (Annually).	1	1 st Quarter
	8	User Asset Management Plan (Annually).	1	4 th Quarter
	9	Corporate Communication Plan.	1	4 th Quarter
	10	Anti-corruption and Anti-Fraud Plan.	1	4 th Quarter
	11	Information and Communication Technology Plan.	1	4 th Quarter
	Total		8	1st Quarter = 1 Plans (12.5%) 4th Quarter = 7 Plans (87.5%)

³ The target setting of “zero” and “one” refer to the submission of the Corporate, Functional and Support Plans required for submission in a specific financial year as directed by National Prescripts and instructions/directives.

Indicator Title	Percentage adherence to the Master Record Index for Plans
Source of Data	<ol style="list-style-type: none"> 1. Proof of submissions to the Executive Authority for approval (Corporate Plans). 2. Proof of submissions to the Military Ombud for approval (Corporate Plans). 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 Corporate, Functional and Support Plans by the Executive Authority, and Military Ombud, where required. 8. Proof of approved Corporate and Functional 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 Policy, Strategy and Planning Repository. 11. MRI for Plans Status Report as on file at Policy, Strategy and Planning. 12. Electronic Quarterly Performance Report System (MRI for Plans quarterly reports [1st and 4th quarter]). 13. Annual Performance Plan for a specific financial year.
Method of Calculation or Assessment	<p>X = Total number of approved Corporate, Functional Plans submitted in accordance with the MRI for Plans.</p> <p>Y = Total number of approved Corporate, Functional Plans required to be submitted in accordance with the MRI for Plans.</p> <p>Score = $X/Y * 100 = \%$</p>
Means of Verification	<ol style="list-style-type: none"> 1. Proof of submissions to the Executive Authority for approval (Corporate Plans). 2. Proof of submissions to the Military Ombud for approval (Corporate Plans). 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 Corporate, Functional and Support Plans by the Executive Authority, and Military Ombud, where required. 8. Proof of approved Corporate and Functional 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 Policy, Strategy and Planning Repository. 11. MRI for Plans Status Report as on file at Policy, Strategy and Planning. 12. Electronic Quarterly Performance Report System (MRI for Plans quarterly reports [1st and 4th quarter]). 13. Annual Performance Plan for a specific financial year.
Assumption	<ol style="list-style-type: none"> 1. Strategies are established to inform the formulation of planning instruments. 2. Corporate and Functional Plan Owners have clearly articulated and approved Performance Agreements referring to the responsibility to manage, develop, approve and safe keep of the relevant Corporate, Functional Plans. 3. Internal control mechanisms have been established by Owners to ensure quality control and compliance with applicable National and Departmental Timelines and Departmental instructions/directives. 4. Corporate, Functional Plans ensure the submission of plans are in compliance with applicable National and Departmental Timelines and Departmental instructions /directives.

Indicator Title	Percentage adherence to the Master Record Index for Plans
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 (Year-end)
Reporting Cycle	Quarterly
Desired Performance	Submission of Corporate, Functional Plans as per the Timeline, thereby ensuring full compliance with National Regulatory Frameworks and organisation instructions/directives.
Indicator Responsibility	Policy, Strategy and Planning

Indicator Title	Percentage of Office of the Military Ombud accountability documents submitted in accordance with National and Departmental prescripts																		
Definition	<ol style="list-style-type: none"> 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 and Departmental Prescripts. 2. Office of the Military Ombud accountability documents, which are in support of the departmental accountability documents are: <ol style="list-style-type: none"> a. Monthly Reports. b. Quarterly Reports. c. Annual Activity Report. d. Performance Agreements. e. Financial Disclosures. f. Monthly Financial Reports. 																		
Purpose of the Indicator	<ol style="list-style-type: none"> 1. To ensure compliance, Office of the Military Ombud is to develop and submit accountability documents within a specific financial year in accordance to the National and Departmental prescripts. 2. The Office of the Military Ombud 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: <table border="1" data-bbox="534 1556 1417 2049"> <thead> <tr> <th>S/No</th> <th>Office of the Military Ombud Accountability Documents</th> <th>Target for the FY2022/23</th> <th>Submission date</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>Development and submission of 4 x Office of the Military Ombud Quarterly Performance Reports.</td> <td>4</td> <td>Quarterly</td> </tr> <tr> <td>2</td> <td>Development and submission of 12 Office of the Military Ombud Monthly Reports.</td> <td>12</td> <td>Each Month</td> </tr> <tr> <td>3</td> <td>Development and submission of 1 x Office of the Military Ombud Annual Activity Report.</td> <td>1</td> <td>1st Quarter</td> </tr> </tbody> </table> 			S/No	Office of the Military Ombud Accountability Documents	Target for the FY2022/23	Submission date	1	Development and submission of 4 x Office of the Military Ombud Quarterly Performance Reports.	4	Quarterly	2	Development and submission of 12 Office of the Military Ombud Monthly Reports.	12	Each Month	3	Development and submission of 1 x Office of the Military Ombud Annual Activity Report.	1	1 st Quarter
S/No	Office of the Military Ombud Accountability Documents	Target for the FY2022/23	Submission date																
1	Development and submission of 4 x Office of the Military Ombud Quarterly Performance Reports.	4	Quarterly																
2	Development and submission of 12 Office of the Military Ombud Monthly Reports.	12	Each Month																
3	Development and submission of 1 x Office of the Military Ombud Annual Activity Report.	1	1 st Quarter																

Indicator Title	Percentage of Office of the Military Ombud accountability documents submitted in accordance with National and Departmental prescripts			
	4	Proof of Office of the Military Ombud, SMS, MMS, Procurement and Financial members' Financial Disclosures (E Disclosure) (Annually).	Number depending on the number of SMS, MMS and members responsible for procurement within the entity	1 st Quarter 2 nd Quarter
	5	Performance Agreements to Human Resource Management (Annually).	Number depending the number of SMS members within the entity	1 st Quarter
	6	Submissions of Office of the Military Ombud PMDSs.	Number depending 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.	4	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
Source of Data	<ol style="list-style-type: none"> Office of the Military Ombud Performance, Monitoring and Evaluation Annual and Quarterly Reporting Instructions. Office of the Military Ombud Instructions. DOD Timeline for Planning, Budgeting, Reporting and Risk Management for a specific financial year. 			
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>			

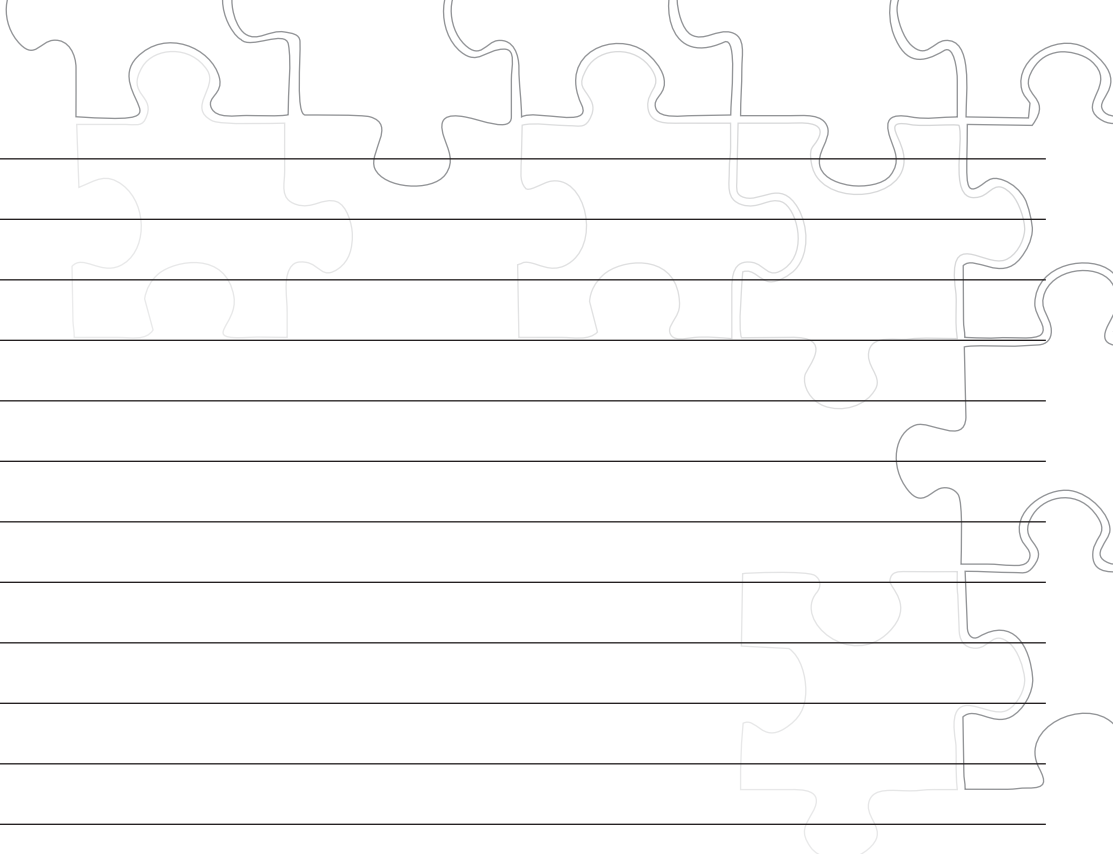
Indicator Title	Percentage of Office of the Military Ombud accountability documents submitted in accordance with National and Departmental prescripts
Means of Verification	<ol style="list-style-type: none"> 1. Proof of submission Office of the Military Ombud SMS Performance Agreements submitted to HR. 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 PMDS's 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 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 to ensure the submissions 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 applicable)	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 Responsibility	Chief Corporate Support – Policy Strategy and Planning.

Indicator Title	Percentage compliance of Office of the Military Ombud to Parliamentary requirements/ activities/ questions
<p>Definition</p>	<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. 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 [ATC Reports] the 'blues') and thereafter appear in the Question Book (the 'whites') and on the Parliamentary Information Management System (PIMS). 2. 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. 3. There are four categories of questions in the House of Commons: <ol style="list-style-type: none"> a. Questions for Oral Answer. b. Questions for Written Answer c. Cross-cutting Questions. d. Urgent Questions. 4. 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).
<p>Purpose of the Indicator</p>	<p>The purpose of the indicator is to measure the extent to which the Office of the Military Ombud responds to Parliamentary questions and or appears before Parliament or 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:</p> <p><u>National Requirements:</u> Corporate Plans/Annual Performance Plans presented to Parliament/Portfolio Committee, prior to the Minister's Budget Vote. Annual Activity Reports. Quarterly Reports presented to Parliament/Portfolio Committee.</p> <p><u>Parliamentary/Portfolio Requirements:</u> As indicated in the Budget Review and Recommendation Report. As requested of the Office on a specific matter/s.</p>
<p>Source of Data</p>	<ol style="list-style-type: none"> 1. Announcement, Tabling and Committee [ATC Reports] the 'blues'. 2. Questions for Oral Answer. 3. Questions for Written Answer. 4. Cross-cutting Questions. 5. Urgent Questions.

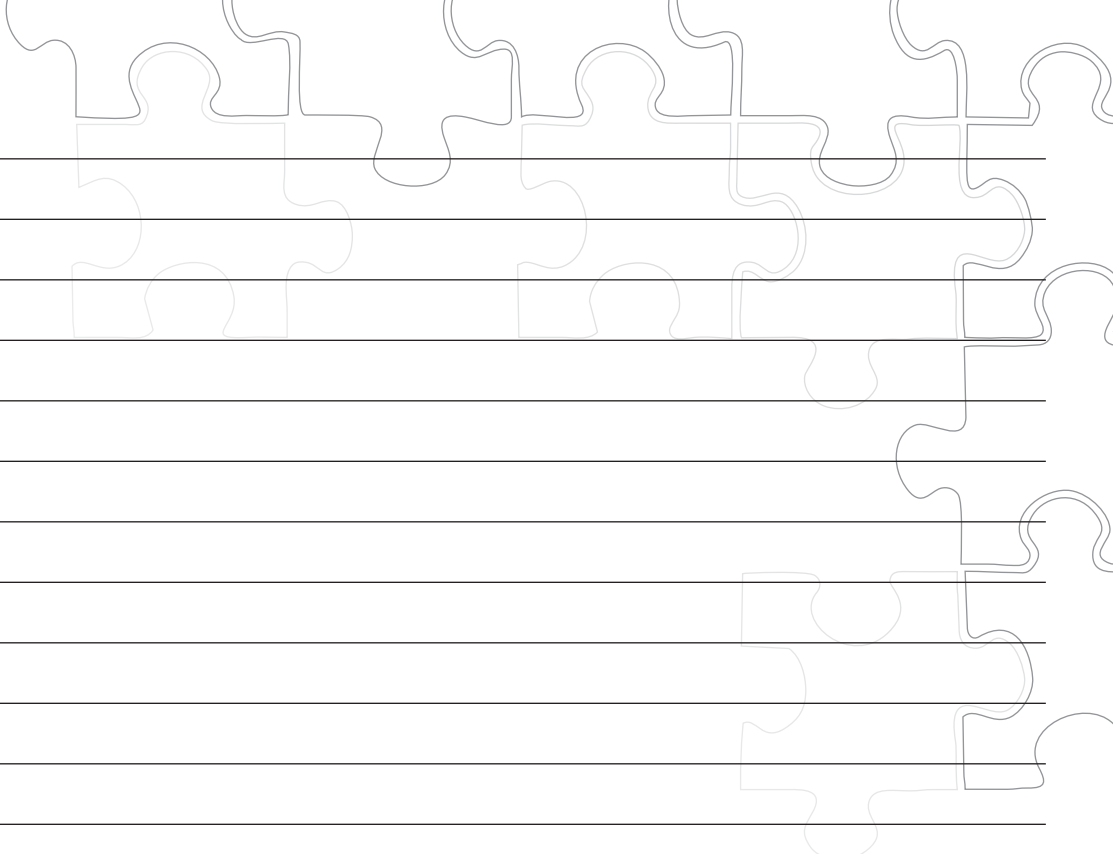
Indicator Title	Percentage compliance of Office of the Military Ombud to Parliamentary requirements/ activities/ questions
Method of Calculation/ Assessment	Score = X/Y * 100 Parliamentary/Portfolio Committee on Defence questions response submitted/ Parliamentary/Portfolio Committee on Defence questions received X 100%
Means of Verification	<ol style="list-style-type: none"> 1. Announcement, Tabling and Committee [ATC Reports] the 'blues'. 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)	<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	All Parliamentary activities actioned within the set time frames to ensure full compliance.
Indicator Responsibility	Policy, Strategy and Planning.

Indicator Title	Percentage compliance with Corporate Communication Plan
<p>Definition</p>	<p>The aim of this indicator is to measure the number of Corporate Communication Services interventions planned versus successfully implemented.</p> <p>This indicator will measure a number of activities planned for namely:</p> <ol style="list-style-type: none"> 1. <u>Outreach programme</u> – To promote the Outreach Programme to Serving and Former Members of the SANDF as well as Members of the public concerning the Official conduct of a Serving Member. These events will promote the mandate as well as operations of the Office of the Military Ombud. 2. <u>Stakeholder Relationship Management which Includes Image Management and Reputation Management</u> – Participation in stakeholder engagements 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 of the Military Ombud. 3. <u>Branding and Marketing of the Office</u> – Initiatives are undertaken with the purpose of ensuring a positive brand identity for the Office in line with the Corporate Identity Manual (CI Manual). 4. <u>Internal Communications Material</u> – To promote internal engagements with Staff Members through information sharing and internal events coordination. 5. <u>Corporate and Social Events Management</u> – To provide an opportunity for cooperation with the Social Committee on internal events. To promote the brand and reputation of the Office through the coordination of external events. 6. <u>External Communication Material</u> – To establish and maintain a database of promotional material and media houses. Ensure media engagements are strategic, objective and results driven. 7. <u>Web-site and Social Media</u> – To reflect the brand of the Office and use as messaging tool for internal and external audiences and to promote a better understanding of the Office's mandate and pertinent information. 8. <u>Promote International Relations</u> – To ensure that international relations engagements are undertaken in the context of building the international reputation of the Office of the Military Ombud. 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</p>	<p>To measure the percentage achievement of planned activities as specified within the Corporate Communication plan.</p>
<p>Source of Data</p>	<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. CI Manual. 6. Annual Operational Plan (AOP). 7. Government Communications Policy.

Indicator Title	Percentage compliance with Corporate Communication Plan
Method of Calculation or Assessment	Percentage compliance with the communication plan = A = Outreaches planned versus achieved = 100% B = Stakeholder Relationship engagements planned versus achieved = 100% C = Branding and Marketing initiatives planned versus achieved = 100% D = External communication material planned versus achieved = 100% E = Web-site and Social media initiatives planned versus achieved = 100% F = Corporate and Social Events planned versus achieved = 100% G = International Relations planned versus achieved = 100% H = Internal communications material planned versus achieved = 100% Score = A+B+C+D+E+F+G+H / 8
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. CI Manual. 6. AOP. 7. Government Communications Policy.
Assumptions	National State of Disaster does not impact negatively on the Outreach Plan and Stakeholder Engagements. Website is constantly monitored to ensure that it is working optimally.
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 and Annually
Desired Performance	100% compliance to the Corporate Communication Plan
Indicator Responsibility	Corporate Communication Services



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