CONFIDENTIAL

MINISTER OF DEFENCE AND MILITARY VETERANS

NATIONAL ASSEMBLY (NA)

INTERNAL QUESTION PAPER (IQP) N0.1

QUESTION FOR WRITTEN REPLY

QUESTION NUMBER 13

DATE OF PUBLICATION: 10 February 2022

**REPLY RECOMMENDED BY:**

**MINISTER OF DEFENCE AND MILITARY VETERANS: MP**

CONFIDENTIAL

ooxWord://word/media/image1.jpeg

CONFIDENTIAL

2

**NATIONAL ASSEMBLY (NA)**

**QUESTION NUMBER 13**

**DATE OF PUBLICATION: 10 FEBRUARY 2022**

**PARLIAMENTARY INTERNAL QUESTION FOR WRITTEN REPLY-2022**

National Assembly’s Internal Question Paper 1 of 2022 dated 10 February 2022 refers.

**Inkosi R N Cebekhulu (IFP) to ask the Minister of Defence and Military Veterans:**

(1) Whether her Department has any plans in place to drive and accelerate

transformation within the SA Air Force, if not, why not, if so,

(2) What (a) are the relevant details of the plans and (b) progress regarding

transformation the finalization of the plans?

**REPLY:**

(1) Yes, the SA Air Force has a Section within the Directorate Human Resource

Management namely, Transformation Management who are managing the process

on behalf of Chief of the Air Force. The Transformation Management Section is

mandated to set targets to be realised by each mastering/specialisation in the SA

Airforce.

(2) The Transformation Management Section’s Plan is to manage aspects which

includes gender equity, members with disability and racial equity. As per the

guidance from CDTM, the SAAF has drafted a SAAF Transformation Management

and Equity Plan dated 14 February 2020. This plan provides the detail which include

all the goals, objectives and outcomes that are required. The plan is a broad ambition

of the SA Airforce and is work in progress.

CONFIDENTIAL



RESTRICTED

**TRANSFORMATION MANAGEMENT PLAN**

**FEBRUARY 2020**

**SOUTH AFRICAN AIR FORCE TRANSFORMATION MANAGEMENT AND EQUITY PLAN**

**DATE: 14 FEBRUARY 2020**

**COMPILED BY: BRIG GEN S. Z. MAMA APPOINTMENT: SAAF DIRECTOR HUMAN RESOURCE SERVICES CONTACT DETAILS: 012 312 2172**

**PURPOSE:** To institutionalise transformation and equity imperatives in the SAAF in alignment with the Transformation Management (TM) guidelines as

stipulated in: DODI/PERS/00038/2006, DOD/PERS/0008/2006 and JDP/PERS/00026/2006 (Edition 1).

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

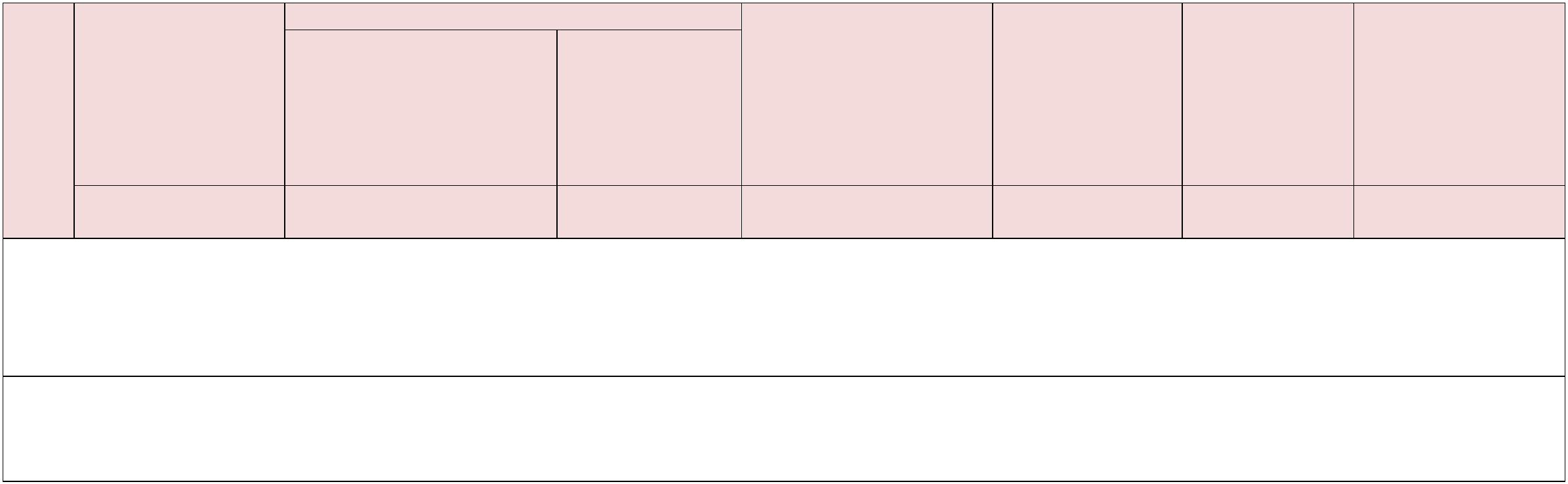
**g**

**FY 2020/23**

**GOAL 1:** Plan and report on the implementation of the Transformation Management Policy.

**OBJECTIVE 1:** To develop a transformation management and equity implementation plan/strategy for the SAAF.

RESTRICTED

ooxWord://word/media/image4.jpeg

RESTRICTED

A-2

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

1.1

1.2

Transformation

and Equity in the

SAAF

Compile and revise a

SAAF Transformation

Management

Implementation

Instruction in alignment

with the DOD

Transformation

Management policy

Compile a

SAAF

The implementation

instruction will serve

as a guiding tool to

ensure that

transformation and

equity are achieved in

the SAAF.

FY 2022/23

None

DTM

DTM

SAAF

The plan will ensure

that the SAAF

FY 2022/23

None

Transformation

Management Plan in

order to indicate

transformation related

activities planned to

support DOD

monitors whether all

the planned activities

are adhered to

according to the

timeframes stipulated

in the plan.

transformation

objectives.

1.3

Incorporate the

transformation

objectives into the

Officers

This will ensure that

FY 2022/23

None

CAF

DTM

Commanding at Officers Commanding

all SAAF Bases are assessed on

Officers

and Units

whether

Commanding/Leadershi

p performance

agreements or inherent

post descriptions

transformation

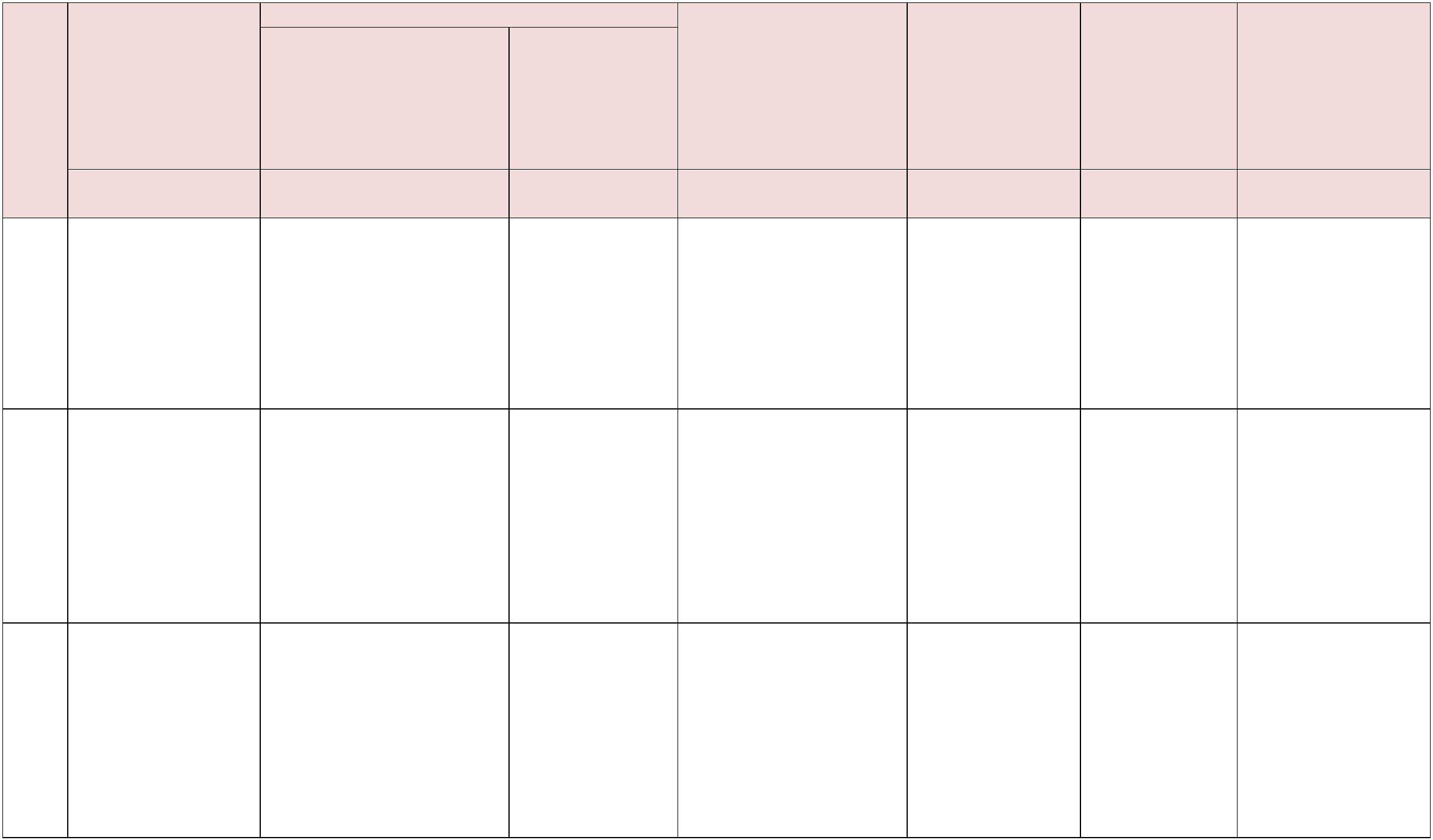
management

objectives are

achieved at

Bases/Units.

RESTRICTED



RESTRICTED

A-3

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

1.4

Appoint two (2)

Uniformed

member (1)

Transformation liaison FY 2022/23

representatives from

Bases/Units will report

directly to DTM and

assist in achieving the

objectives of

None

CAF

DTM

Officers

Commanding

members per base/unit

to act as transformation

liaison representatives

that will assist in rolling

out the transformation

Agenda to bases and

Units

PSAP member

(1)

transformation.

1.5

Incorporate

SAAF

Bases/Units will have

to report to DTM on

transformation trends

and tendencies.

Annually

None

CAF

DTM

Transformation and

Equity imperatives into

existing

committees/forums at all

levels. Provide a

mechanism for

Those trends will then

be reported to all the

decision making

communication, monitor

and report on

forums in the SAAF.

transformation and its

impact on social

cohesion.

Transformation

Management to be

made a standing

agenda point at the Air

Force Board (AFB).

DTM will submit

1.6

Submit quarterly and

annual consolidated

reports according to the

SAAF

Quarterly

Annually

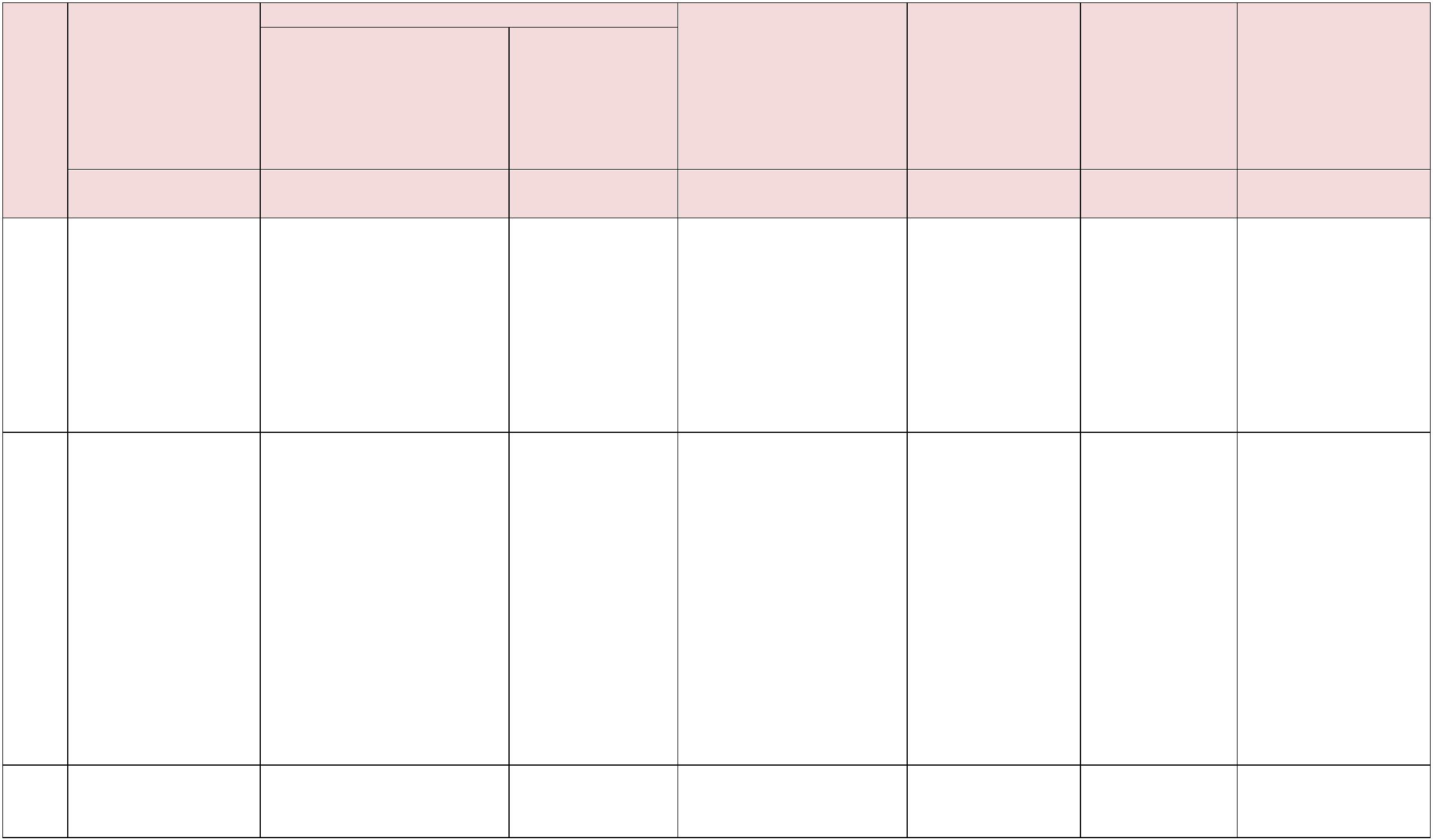
None

DTM

transformation

management quarterly

RESTRICTED



RESTRICTED

A-4

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

DOD timelines

**c**

**d**

**e**

**f**

**g**

reports to Chief

Directorate

Transformation

Management

according to the dates

as required.

**OBJECTIVE 2:** To improve the equity status at all levels.

2.1

Reaching the set

representivity

targets in terms of requirements wrt

race, gender and

people with

Identify equity gaps and SAAF

plan personnel

In order to come up

with remedial action to

ensure that the set

representivity targets

are reached,

Annually

None

None

DTM

DTM

population group,

gender and disability

inclusive of Regular

Force, Reserve Force

and PSAP.

Ensure plans to achieve SAAF

equity in critical

disabilities.

numerical gaps need

to be identified.

2.2

The set equity targets Annually

need to be reached

amongst all the

musterings that pose a

challenge in the SAAF

musterings in the

SAAF. Skills transfer,

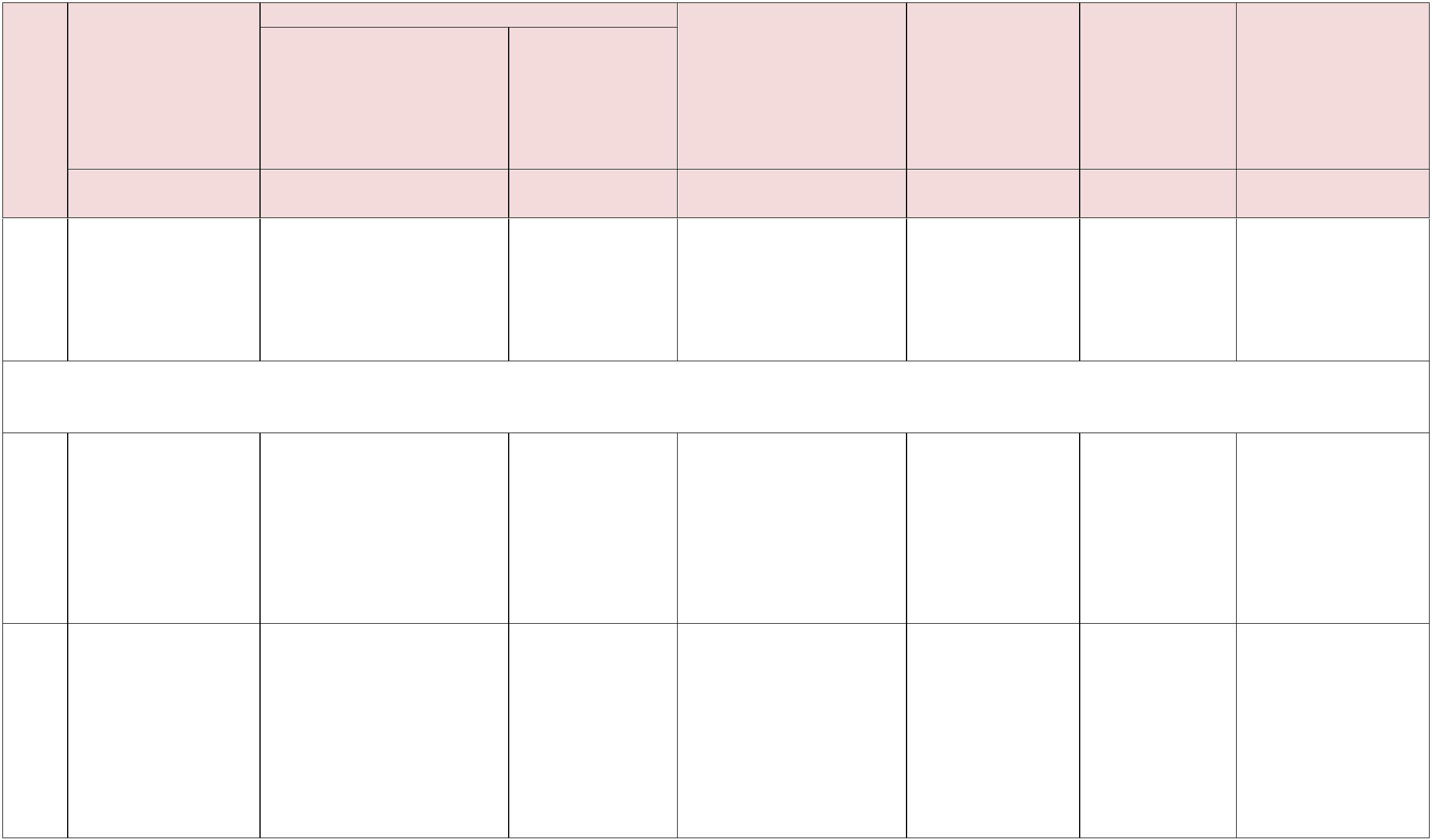
mentoring and

coaching as well as

recruitment strategies

will be able to close

RESTRICTED



RESTRICTED

A-5

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

the equity gaps found

in critical musterings

where there are

scares skills such as

(Apprentices,

Command and

Control, Engineers

and Pilots). This will

eliminate the issue of

having these

musterings being

represented by a

majority of one race or

one gender.

2.3

Develop and align the

recruitment strategy in

the SAAF to address

population groups and

gender gaps at entry

level.

SAAF

The SAAF will

FY 2022/23

None

DHRS

continue to use the set

recruitment targets of

40% females and 60%

males at entry level as

well the set Defence

Review targets in

terms of race as

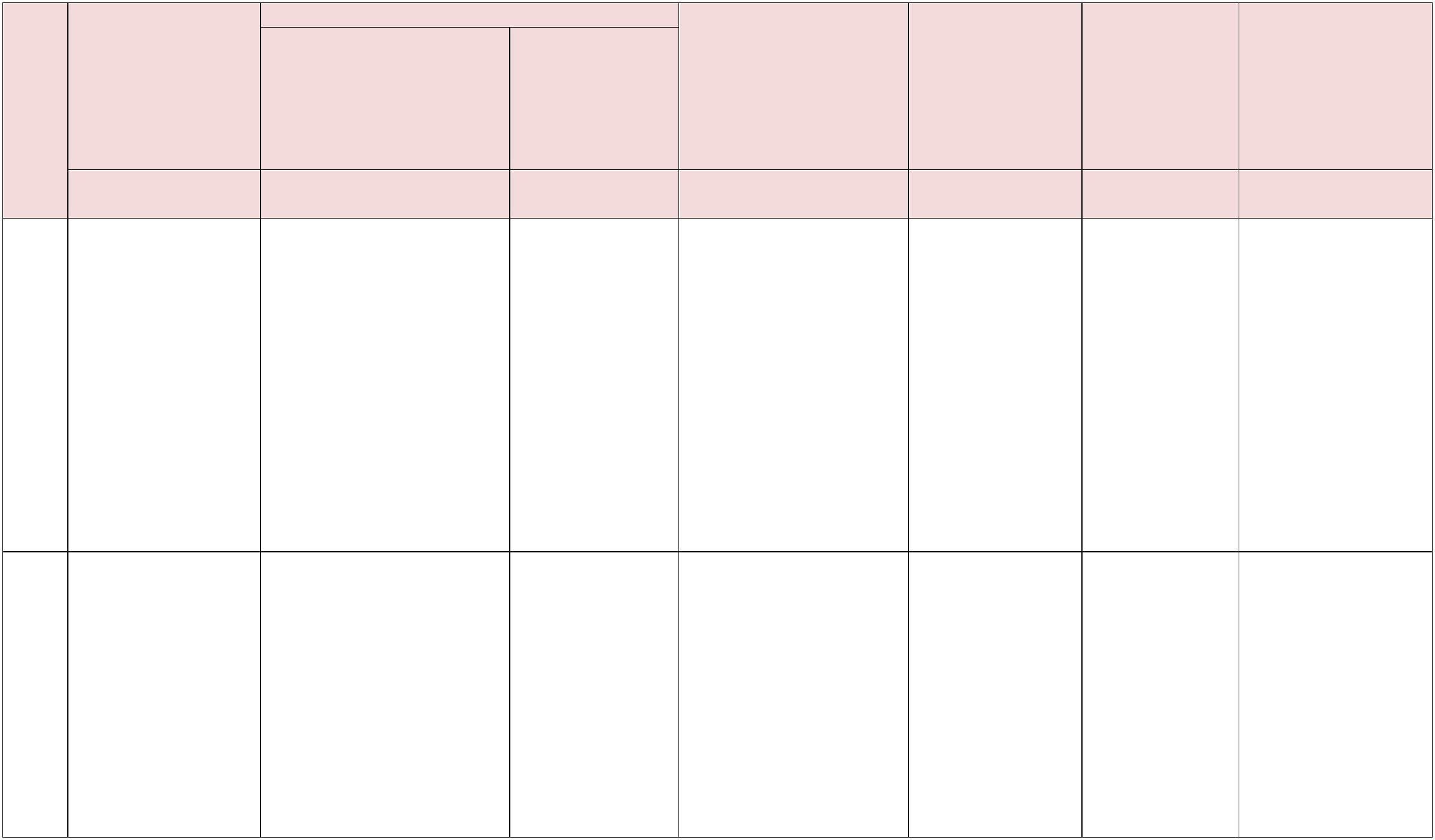
needed in order to

ultimately eliminate

equity gaps found

amongst all the ranks.

RESTRICTED



RESTRICTED

A-6

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

2.4

Ensure gender equality

and representivity during

developmental courses

and promotion.

SAAF

DTM to continue

FY 2022/23

None

DTM

monitoring whether

the equity targets are

adhered to and also

continue to play an

advisory role when it

comes to promotions

by identifying the

impact that each

proposed promotion

will have on the

current/future picture

of the SAAF.

2.5

Plan budget and host

the Women Indaba

(Gender Conference) in

SAAF

SAAF

The SAAF annually

hosts a gender

FY 2022/23

R 50 000

DTM

conference which

commemorates the

National Women’s

Day on 9 August. This

day is also used as an

opportunity for men

and women to

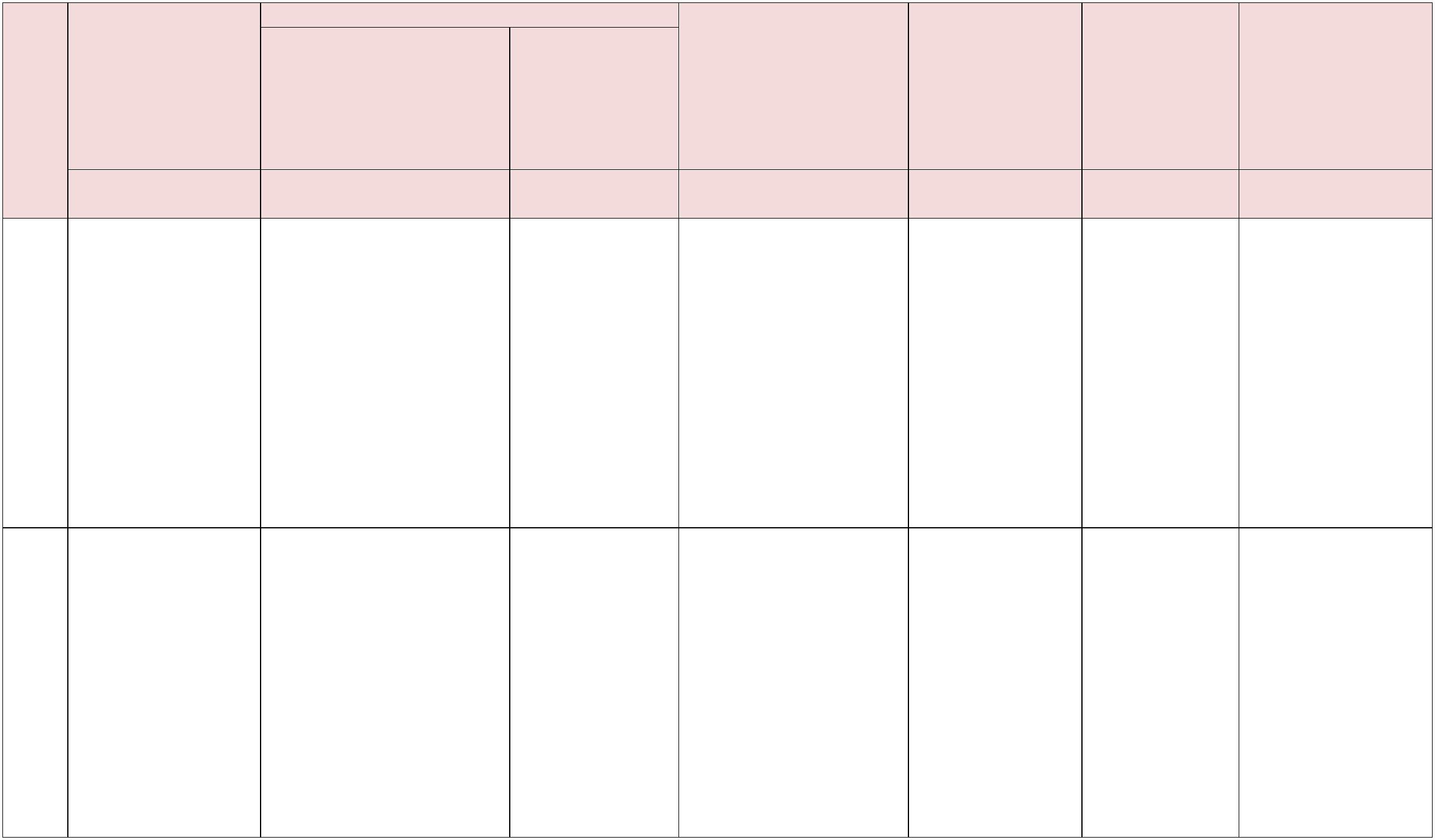
collaborate in

generating resolutions

to support gender

mainstreaming

RESTRICTED



RESTRICTED

A-7

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

strategies in the SAAF

2.6

Ensure the achievement SAAF

of gender equity during

external and internal

SAAF to develop more FY 2022/23

females to prepare

them to hold key

None

DTM

deployments and report

positions during

on positions held by

SAAF females during

these deployments.

internal and external

deployments.

More females to be

trained as Gender

Advisors, Military

Observers, Staff

Officers, DDR Officers

to ensure that more

females are mission

ready.

**GOAL 2:** Ensure adherence to Government Imperatives.

**OBJECTIVE 3:** To ensure gender mainstreaming in all policies, SOPs, plans and practices, especially career management and recruitment.

3.1

Institutionalisation Create a platform for

SAAF

More females to be

identified, trained and

developed to ensure

that they occupy

FY 2022/23

None

CAF

DTM

of Gender

viable representation of

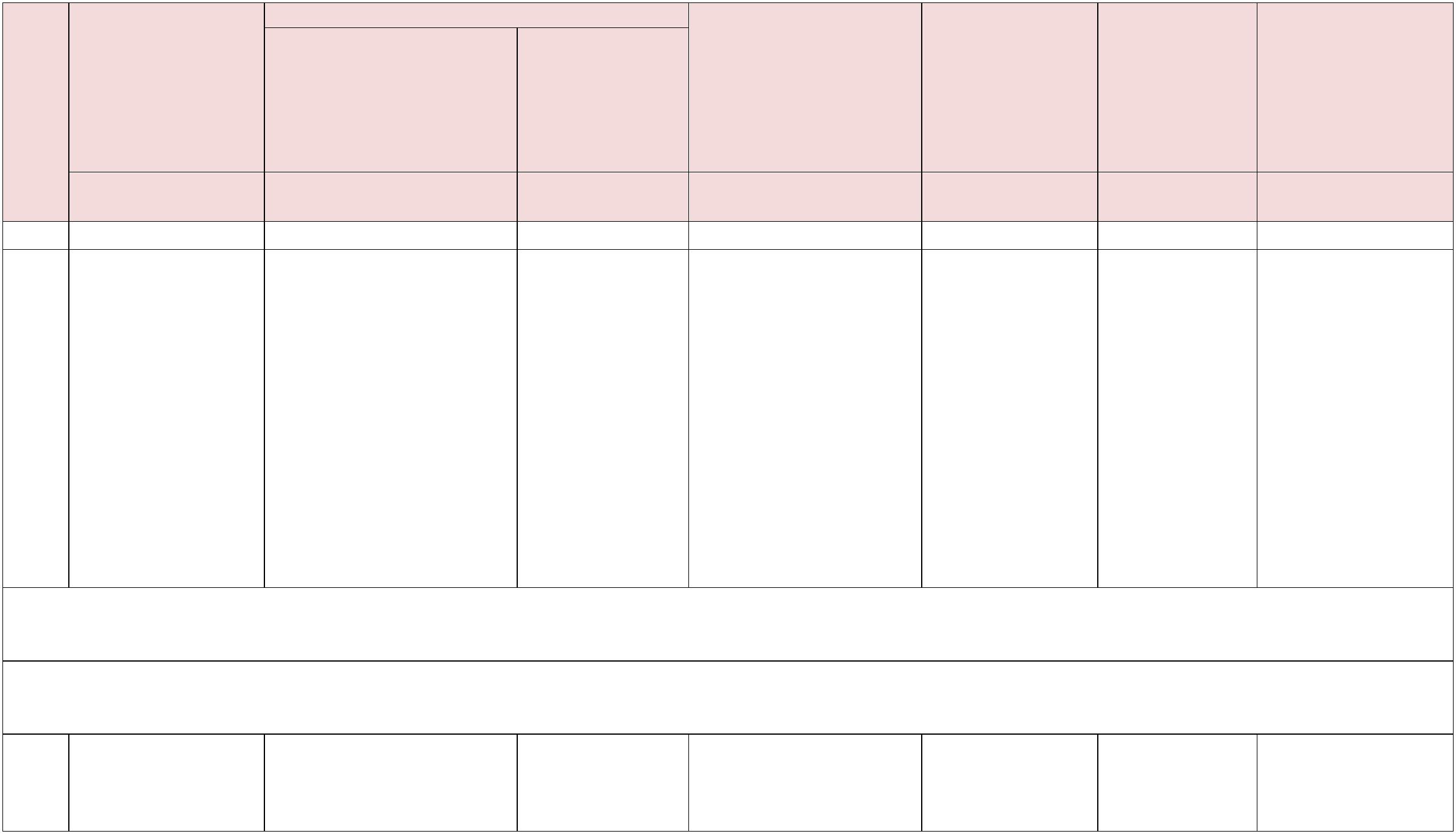
men and women in all

decision-making

Mainstreaming in

the SAAF

RESTRICTED



RESTRICTED

A-8

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

structures of the SAAF.

decision making

positions such as:

Directors, OC’s,

RSM’s, Instructors etc.

Ensure that there is an

equal representation

and participation of

men and women in all

decision making

structures of the SAAF

such as:

AFB, Base Command

Councils etc.

3.2

Allocate resources for

men and women within

the SAAF unbiasedly.

Increase the opportunity

to at least 30% women

in developmental

SAAF

Ensure that the

selection process for

foreign learning

opportunities is fair

and both women and

men are afforded the

opportunity.

FY 2022/23

To be

CAF

DETD

DTM

determined

according to

the need

courses, foreign learning

opportunities, and

studies at state expense.

Eradicate sexual

3.3

SAAF

These are the

FY 2022/23

To be

CAF

harassment and all

forms of sexism within

the workplace.

following mechanisms

the SAAF has put in

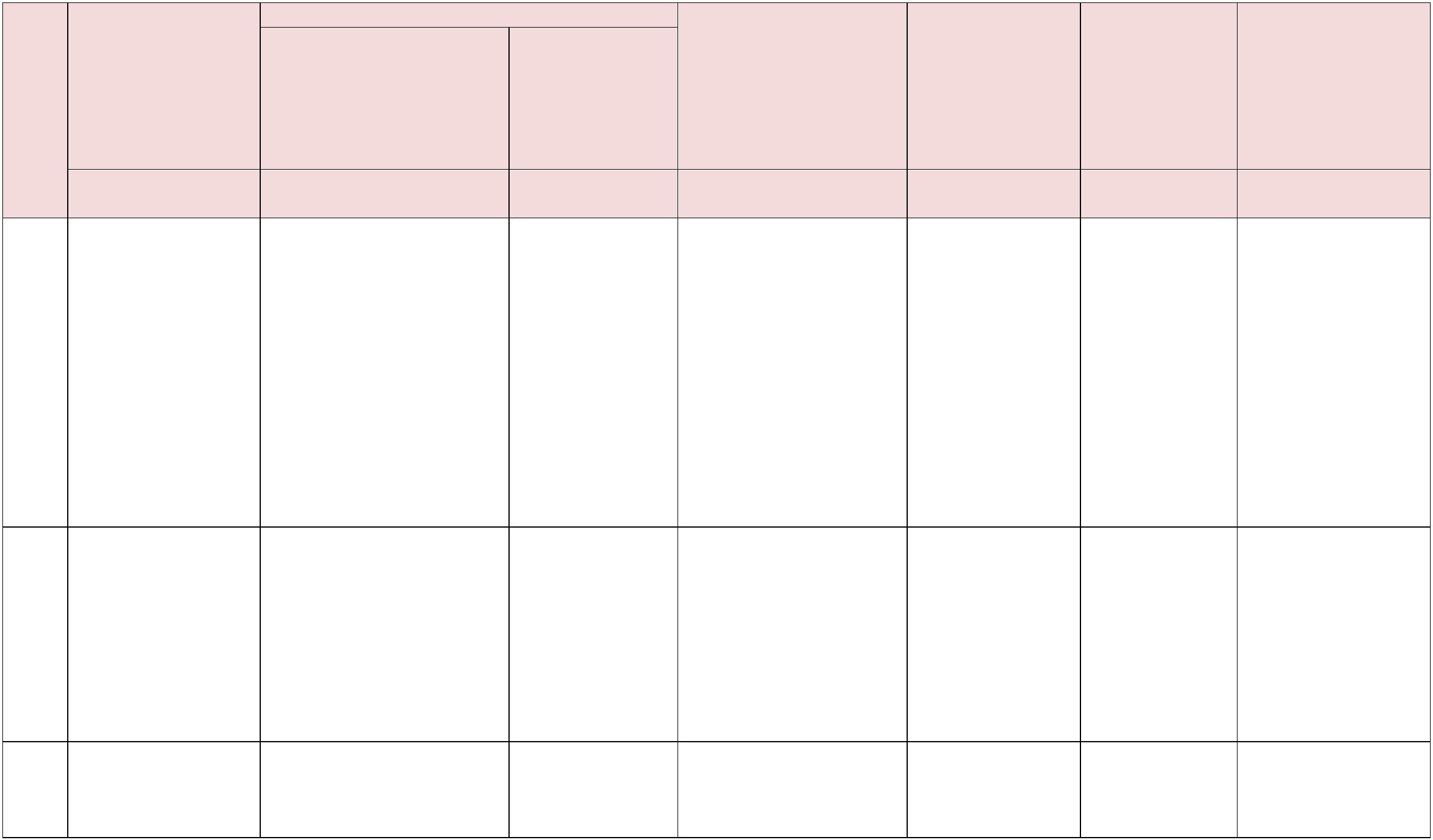
place to deal with

confirmed

DETD

DTM

RESTRICTED



RESTRICTED

A-9

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

Sexual Harassment in

the SAAF:

-SAAF MRI on the

Prevention and

Elimination of Sexual

Harassment in the

Workplace

-Pledge against

Sexual Harassment

signed by CAF

-Awareness programs

at entry level courses

such as BMT,

Instructors Courses

and at all SAAF

training institutions.

-Sexual Harassment

Empowerment

roadshow for all SAAF

Bases and Units.

-The SAAF developed

RESTRICTED



RESTRICTED

A-10

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

a database for all

sexual harassment

reported cases. The

database ensures that

there is compliance

and monitoring of all

cases until finalisation.

**OBJECTIVE 4:** To ensure disability mainstreaming in all policies, SOPs, plans programmes and practices.

4.1

Affirm the position Plan, budget and

All SAAF Bases SAAF will conduct an

and Units accessibility Audit at

1st and 2nd

quarter of FY

None

DTM

of People with

Disabilities

(PwD’s) in the

SAAF.

conduct accessibility

audits at units and bases

to establish adherence

to the South African

National Standards

(SANS 10400-S: 2011)

as set out by the South

African Bureau of

all its Bases and Units 2022/23

in order to evaluate

the accessibility status

and to make

improvements where

there is a need. The

audit will be conducted

on an annual basis

where after the audit

results will be

Standards (SABS)

National Building

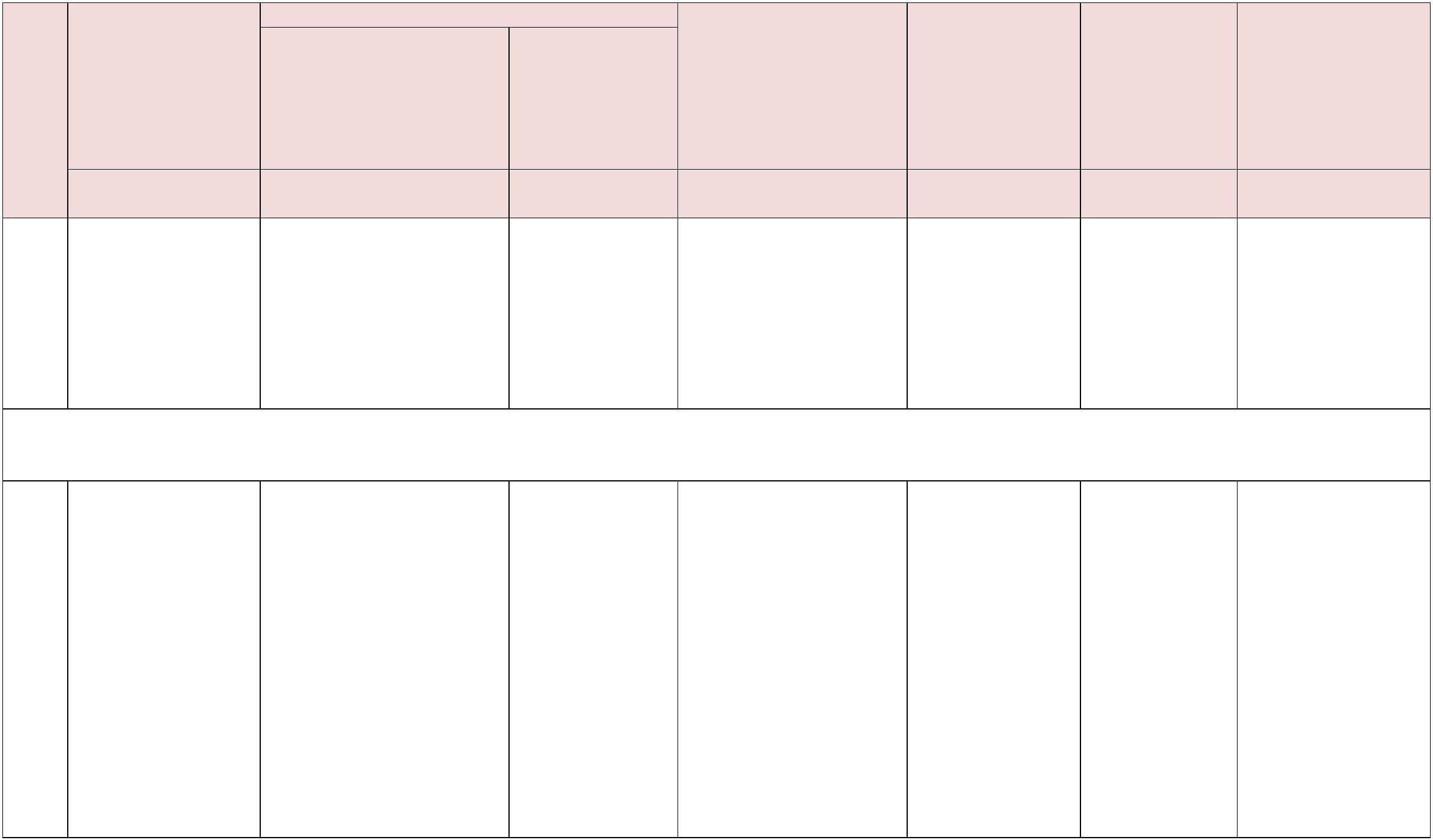
Regulations.

submitted to all

relevant stakeholders

in the SAAF and to

RESTRICTED



RESTRICTED

A-11

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

CDTM.

4.2

Plan, budget and

SAAF

SAAF annually

Disability Month R 80 000

DTM

commemorate National

and International

Disability celebrations.

supports Disability

events such as Casual

Day, by hosting events

and purchasing

stickers. A portion of

the money raised

through sticker sales

goes to Curamus

association which

purchases assistive

devices for People

with Disabilities in the

organisation.

4.3

Embark on the re-skilling SAAF PwD’s

and/or remustering of

officials who became

disabled in the execution

of their duties, through

effective career

SAAF will ensure that

PwD’s are fully utilised

in their workplaces.

DTM will work closely

with career managers

to play an advisory

role regarding career

management of

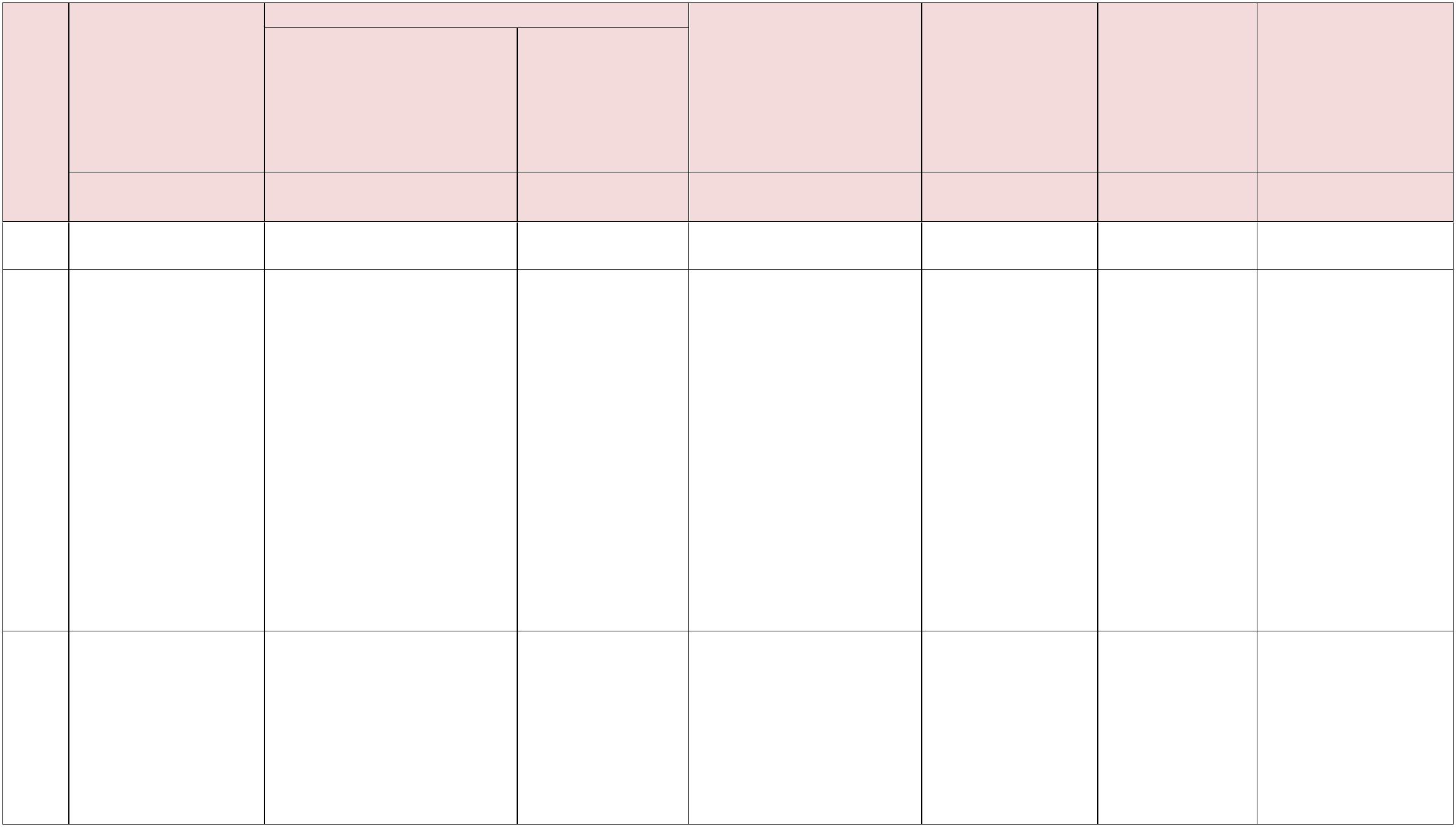
Continuously

None

DTM

management.

RESTRICTED



RESTRICTED

A-12

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

PwD’s.

4.4

Liaise with career

managers to ensure

uniformed members with

disabilities are accepted

for developmental

courses.

SAAF PwD’s

SAAF will continue to

give PwD’s

opportunities such as

FY 2022/23

None

DTM

DETD

DHRS

studies at state

expense and all the

support required

during developmental

courses. The number

of PwD’s who attend

developmental

courses will also be

monitored to ensure

that all members are

afforded the

opportunity.

4.5

Plan, budget and

conduct awareness,

All members in

the SAAF.

Sensitization and

awareness

Annually

R 50 000

DTM

sensitisation and

education programmes

to ensure that all

members in the SAAF

are well informed about

disability matters/issues

programmes to be

conducted during

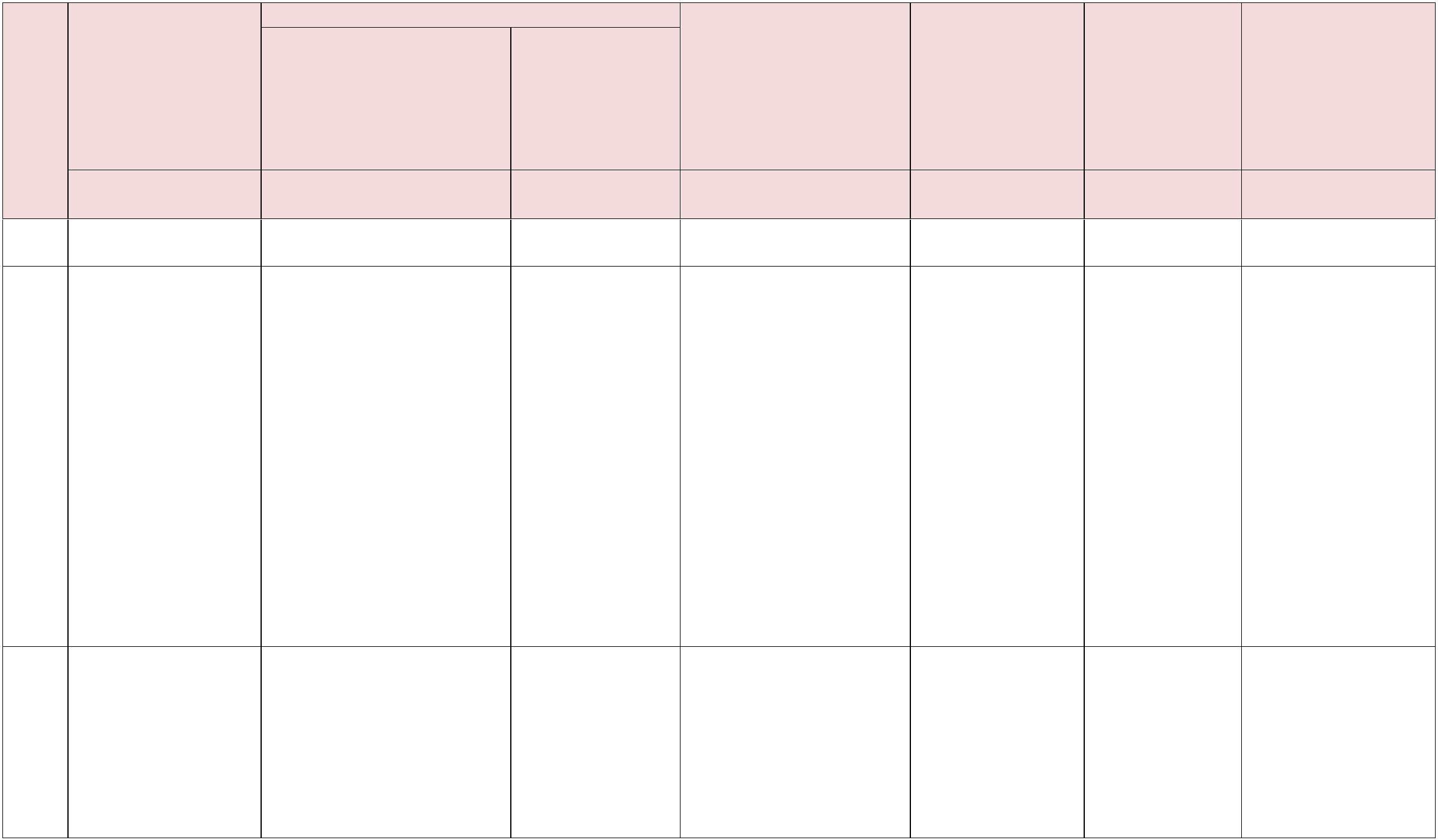
disability awareness

days, such as

International Day for

People with

RESTRICTED



RESTRICTED

A-13

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

in order to eradicate

misconceptions,

prejudices and

Disabilities.

stereotypes regarding

disability.

4.6

Promote sport and

recreation in the

workplace in order to

assist in the integration

of PwD’s.

SAAF PwD’s

PwD’s who are

interested to

participate in sport will

be afforded to

opportunity and will

receive the necessary

required support in

terms of their specific

needs.

FY 2022/23

DPTSR

**OBJECTIVE 5:** To enhance youth empowerment and development.

5.1

.

Plan and budget for

attendance of and

participation in the DOD

SAAF Youth

SAAF will ensure that

there is maximum

participation and

support for all DOD

Youth events.

FY 2022/23

Youth Month

None

DTM

CDTM

Youth Day Celebrations

5.2

Plan budget and execute SAAF Youth

decentralised Youth

The SAAF will host

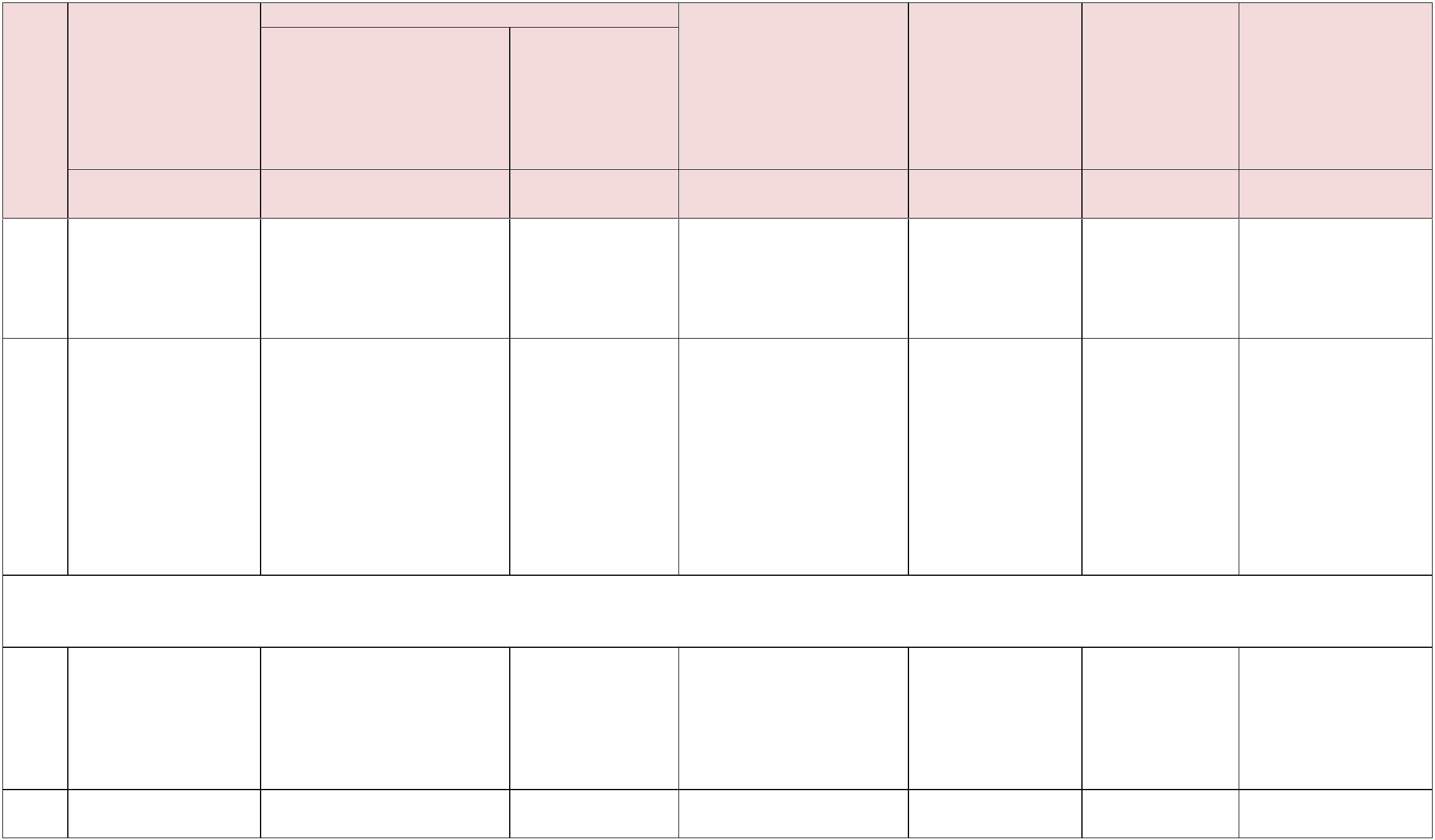
Youth Day

R 50 000

DTM

SAAF Units and

RESTRICTED



RESTRICTED

A-14

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

celebrations in the

SAAF.

celebrations in all

Bases

Bases and Units. The

celebrations will be in

the form of seminars

which will focus on the

following concepts:

-Emotional Intelligence

-Gender Based

Violence

-Victim Blaming

-Anger Management

-Sexual Exploitation

and Abuse, Sexual

Harassment and Rape

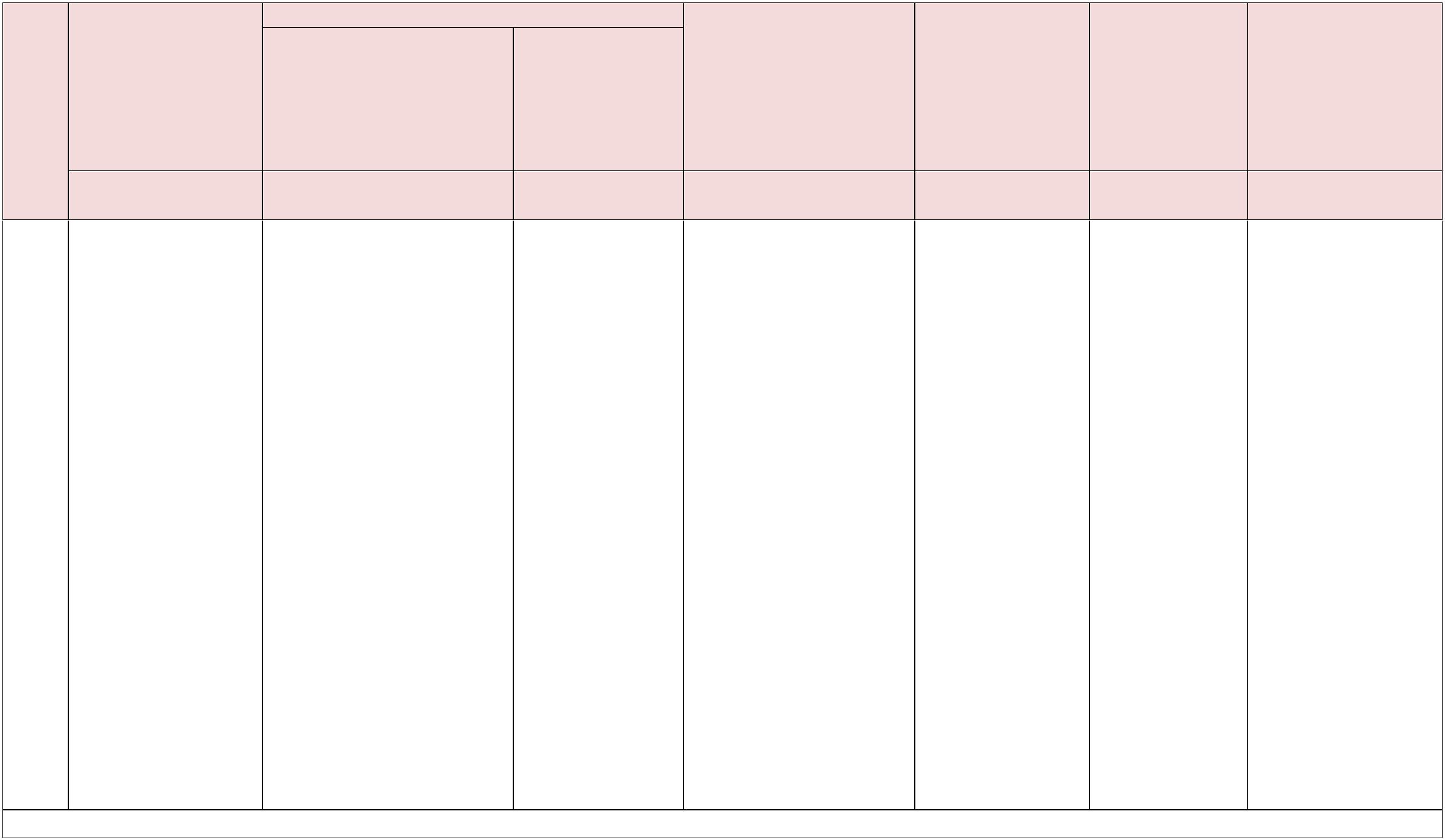
These are all issues

that are currently

affecting the youth and

the society at large.

RESTRICTED



RESTRICTED

A-15

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

**OBJECTIVE 6:** To support the implementation of the United Nations Security Council Resolution (UNSCR) 1325 and other supporting resolutions.

6.1

Reaffirm the

Force Preparation

SAAF

Identify suitable

FY 2022/23

None

DTM

importance of the

equal participation requirement of UNSCR

and full

involvement of

women in all

efforts for

should adhere to the

members to be trained

as Gender Advisors

and ensure their

availability in all

internal and external

deployments.

1325 and other

supporting resolutions.

maintaining and

promoting peace

and security.

Encourage more

females to go on

external deployments

in order to increase

the number of female

peacekeepers in

mission areas.

Support CDTM in the

implementation of

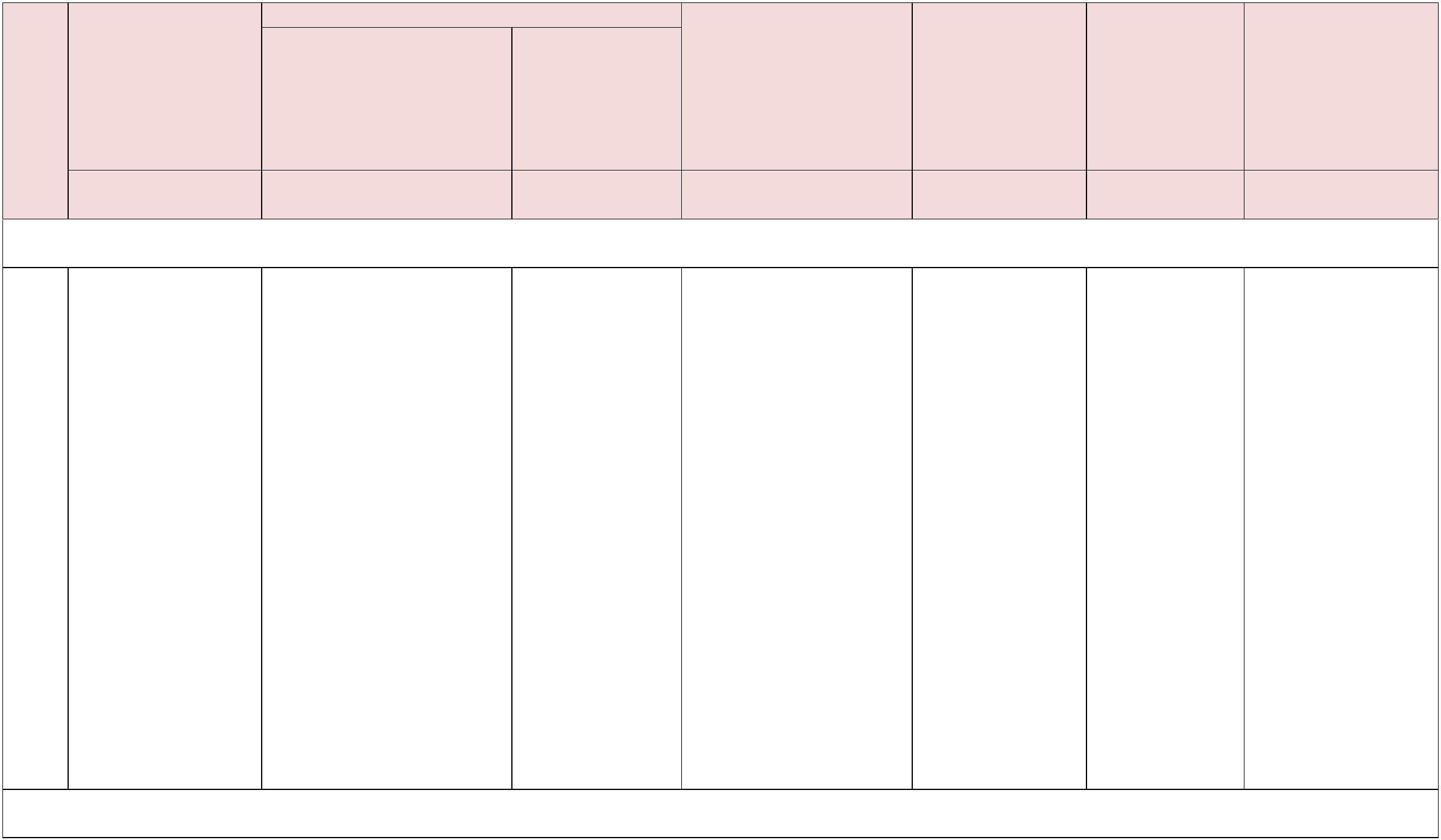
UNSCR 1325 and all

other supporting

resolutions.

**GOAL 3:** Conduct programmes that will deepen officials understanding of human rights and equity legislation to change attitudes, behaviour and mind-set

RESTRICTED



RESTRICTED

A-16

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

in order to harness cohesion in the SAAF.

**OBJECTIVE 7:** To enhance transformational leadership principles and development at all levels of the organisation to ensure that commanders and

managers are decisive, exemplary, caring, consistent and just in their behaviour and in their application of DOD policies and practices.

7.1

Leaders who are

visionary,

professional,

courageous and

committed to

Develop a culture of

military professionalism,

ethical conduct and

leadership excellence at

all levels in the SAAF.

SAAF

Leadership training is

conducted in all

developmental

Continuously

None

DTM

DETD

Ethics Office

courses in the SAAF,

therefore members in

the SAAF continuously

receive leadership

training throughout

their whole career in

order to maintain the

level of leadership

professionalism to a

higher standard.

serve with honour Implement the

in pursuit of the

transformation

agenda

recommendations of the

Defence Review 2015

regarding leadership

swiftly and

comprehensively.

The SAAF has

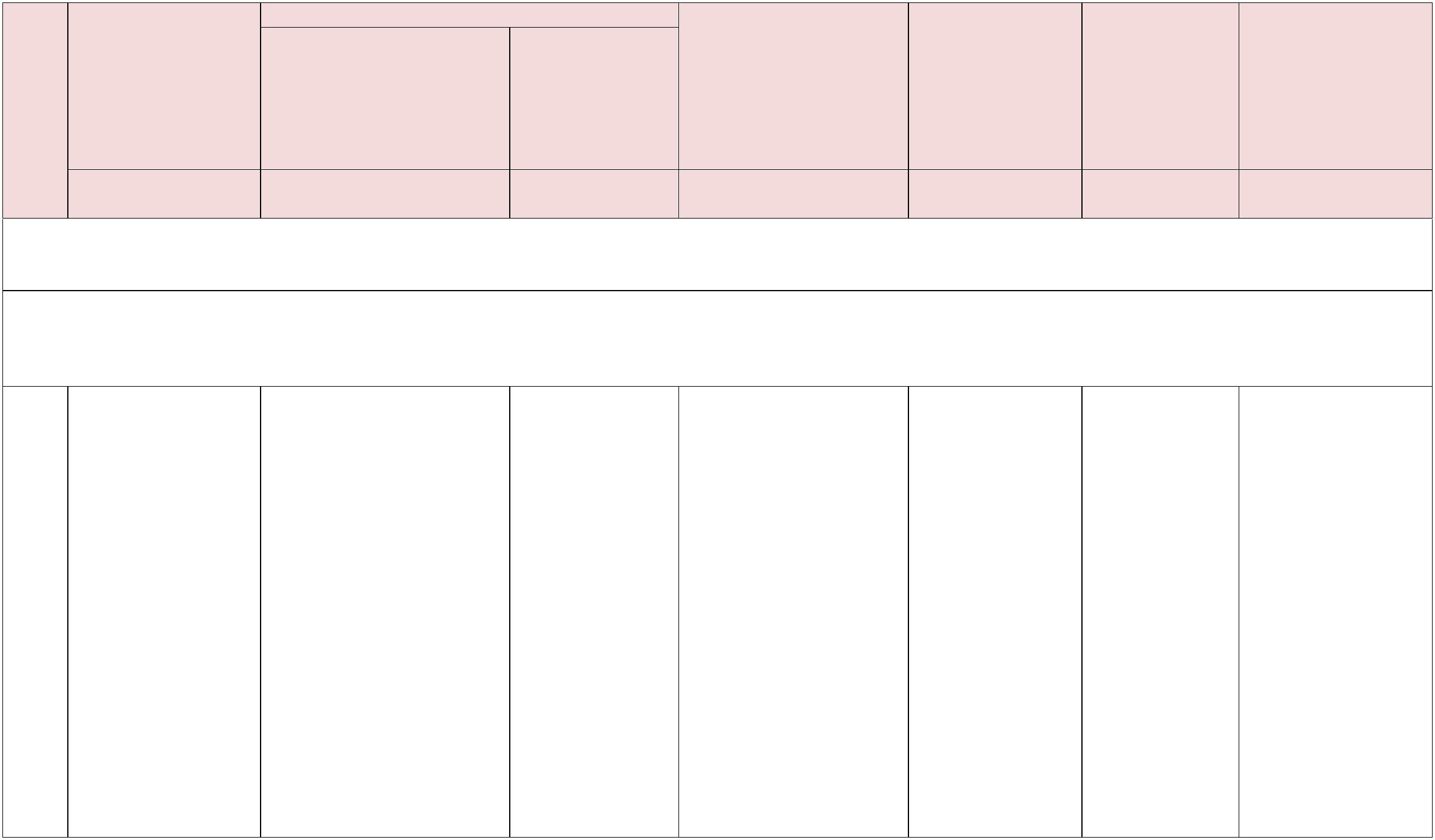
established an Ethics

Office which will

empower all members

in the SAAF regarding

RESTRICTED



RESTRICTED

A-17

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

ethical conduct and

compliance of ethics in

the organisation.

**OBJECTIVE 8:** To implement DOD Shared Values and Diversity Management plans and programmes.

8.1

Enhancement of

mission readiness and seminars concerning

through

programmes that

institutionalize

human rights and

the valuing of

diversity

Conduct presentations SAAF

Diversity Management Presentations

content is incorporated are conducted

in all SAAF training Bi-annually

None

DTM

diversity, shared values,

ethics, sexual

misconduct and human

rights issues.

institutions

as

a

module to ensure that

all members in the

SAAF make use of the

positive advantages of

having a multi-cultural

workforce and to be

aware of and respond

sensitively to some of

the

challenges

experienced.

SAAF MRI on the

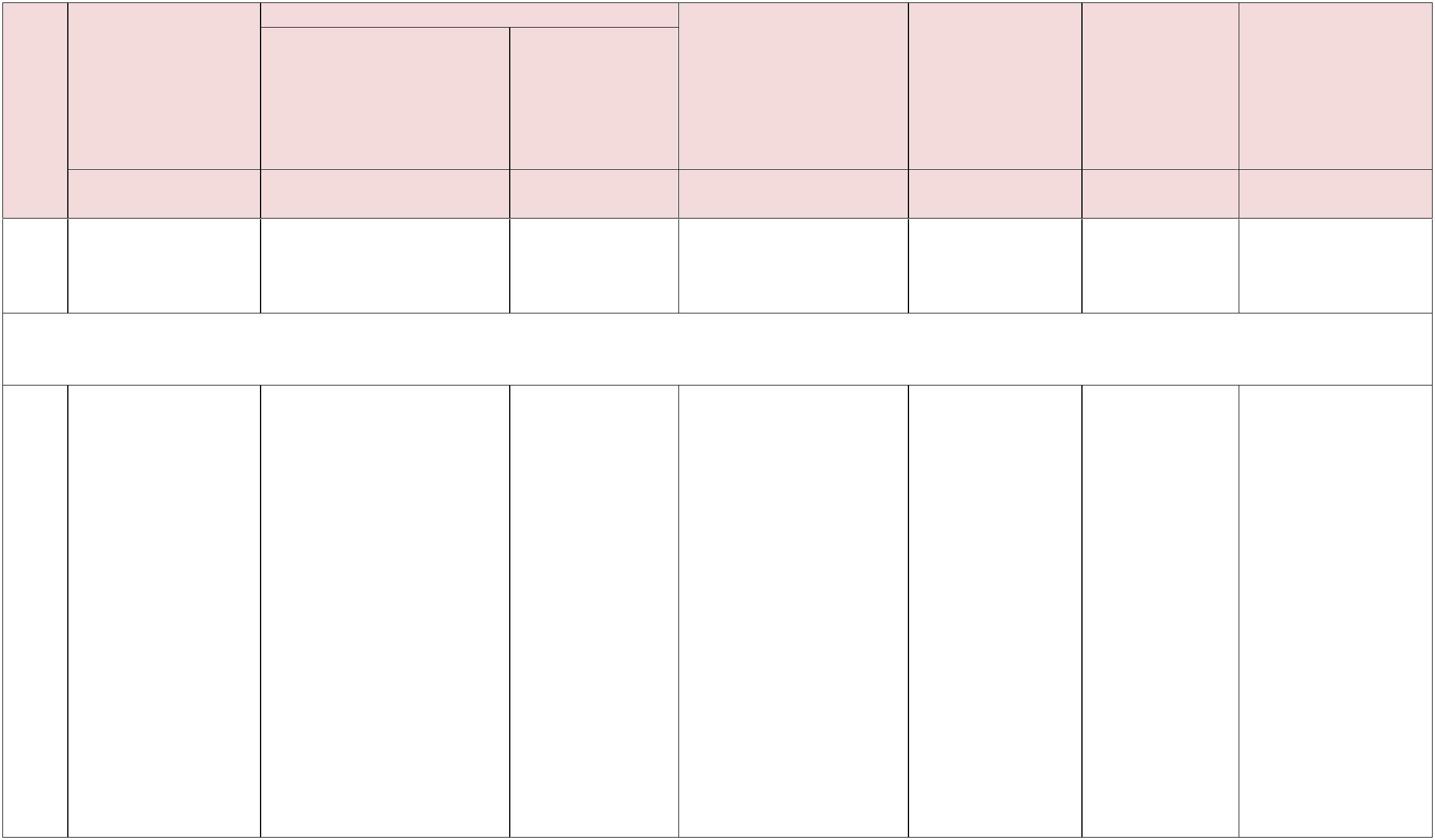
Prevention

and

Elimination of Sexual

Harassment will be

RESTRICTED



RESTRICTED

A-18

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

used as

a

guiding

document to eradicate

all forms of sexual

misconduct in the

SAAF.

8.2

Manage diversity related SAAF

matters and eradicate all

forms of discriminatory

practices at all levels.

DTM

conducts FY 2022/23

DTM

interventions at Bases

and Units in the event

of issues regarding

diversity

or

discriminatory

practices. The SAAF

has taken

a

no

tolerance

stance

regarding any form of

discriminatory

practices.

**OBJECTIVE 9:** To institutionalise ethics in the SAAF.

9.1

Ensure that SAAF Capacitate the SAAF ito SAAF

members uphold the implementation of the

The SAAF has been FY 2022/23

established an Ethics

None

SAAF Ethics Office

the highest ethical DOD ethics.

Office

which

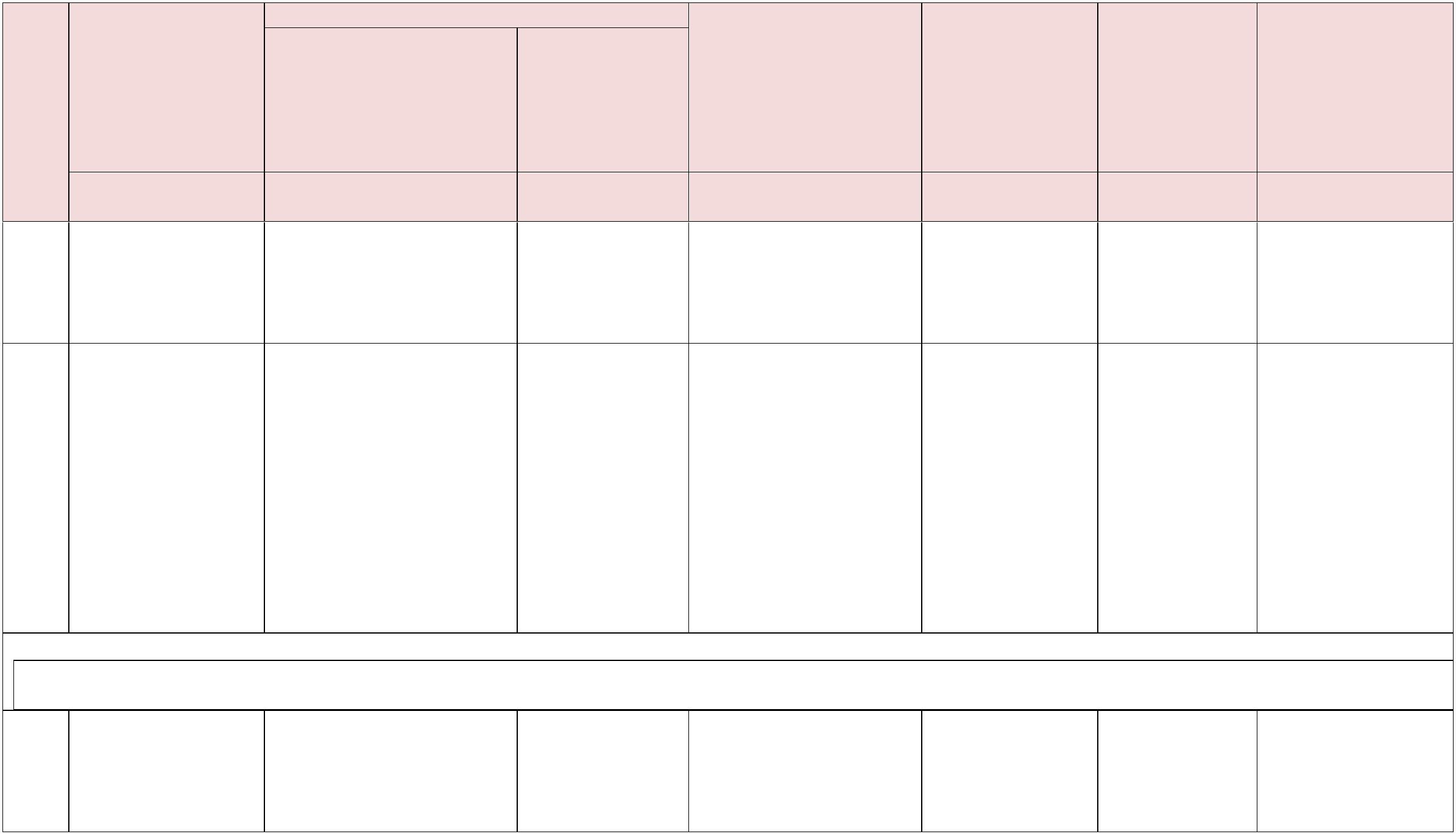
will

standards.

ensure that its duties

are carried out in line

RESTRICTED



RESTRICTED

A-19

**SER**

**NO**

**OUTPUT**

**PERFORMANCE MEASUREMENT**

**OUTCOME**

**(VALUE ADDED TO**

**THE ACHIEVEMENT (MONTH/DATE)**

**TIME**

**BUDGET**

**ALLOCATION**

**RESPONSIBILITY**

**ACTIVITY**

**TARGET**

**(NUMBER OF/**

**PERCENTAGE**

**)**

**OF**

**TRANSFORMATION**

**AND EQUITY IN THE**

**SAAF**

**a**

**b**

**c**

**d**

**e**

**f**

**g**

with DOD guidelines.

9.2

Empower

Training All SAAF Bases SAAF Ethics Training FY 2022/23

R40 000

SAAF Ethics Office

institutions in the SAAF and Units

to present ethics on

developmental courses.

Project will take place

in 2023 and carried

through till 2024. The

training will follow a

top-bottom approach

and will ensure that all

members in the SAAF

are fully empowered

on ethics.

9.3

Establish and manage SAAF

the overall administration

of the Ethics Office.

SAAF has established FY 2022/23

a fully functional Ethics

office as well as an

Ethics Committee.

None

SAAF Ethics Office

**ADDITIONAL REMARKS:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of Compiler

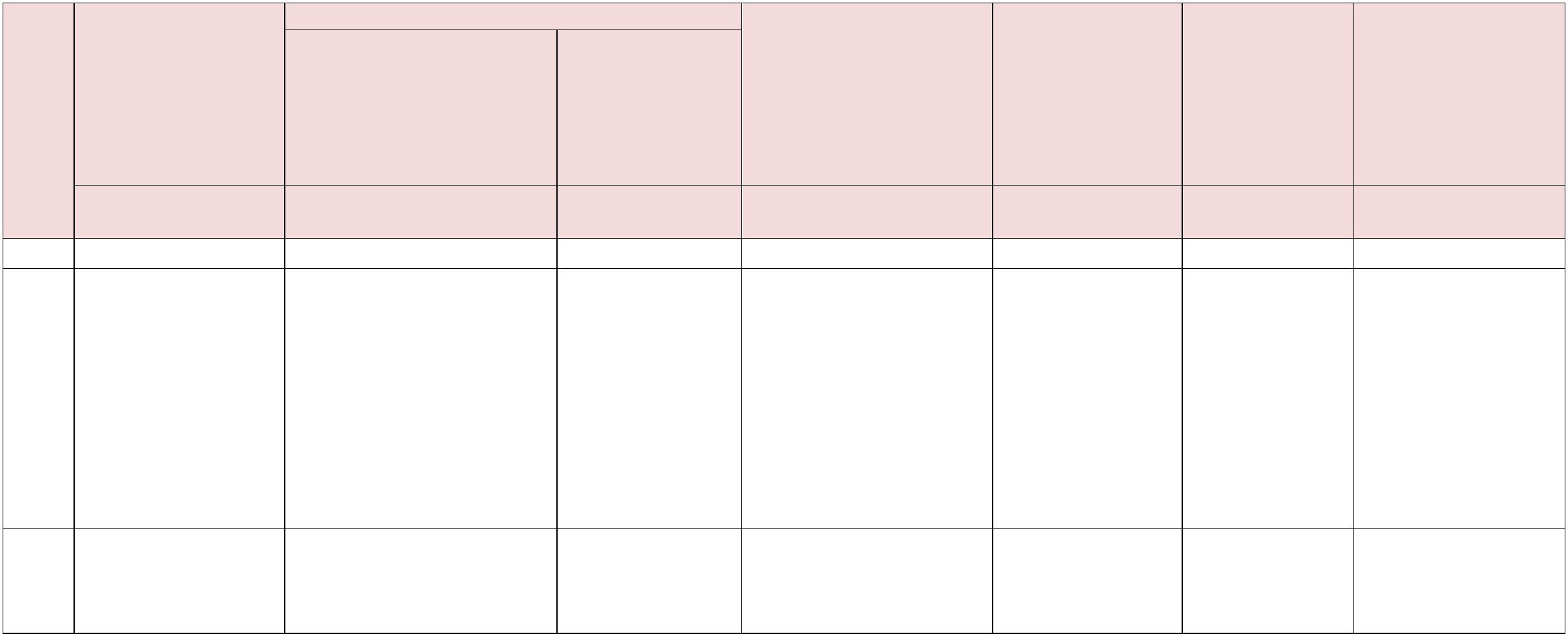
Surname, Initials and Rank/Title

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of Responsible Authority

Surname, Initials and Rank/Level

RESTRICTED



RESTRICTED

A-20

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

RESTRICTED