

2018



ACCOUNTABILITY
CONFIDENTIALITY
INTEGRITY
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IMPARTIALITY
COMMITMENT

ANNUAL ACTIVITY REPORT



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA



MILITARY OMBUD

Annual Activity Report (AAR) For

FY2018/19



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

Date of Tabling: 26 September 2019

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STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY

To the best of my knowledge and belief, I confirm the following:

- a. All information and amounts disclosed throughout the Annual Activity Report are consistent.
- b. The Annual Activity Report is complete, accurate and is free from any omissions.
- c. The Annual Activity Report has been prepared in accordance with the guidelines on Annual Reports as issued by National Treasury.
- d. The Financial Report herein reflects expenditure incurred in accordance with relevant legislation, instructions, policies and prescripts.
- e. In our opinion, the Annual Activity Report fairly reflects the operations, performance information, the human resources information and financial affairs of the Office of the Military Ombud for the financial year which ended 31 March 2019



(LT GEN (RET) T.T. MATANZIMA)
MILITARY OMBUD

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**FOREWORD BY THE EXECUTIVE AUTHORITY,
MINISTER OF DEFENCE AND MILITARY VETERANS (MOD&MV)
THE HONOURABLE, MS N.N. MAPISA NQAKULA, MP**

It is with great pleasure that I present the Annual Activity Report of the Office of the Military Ombud, on the achievements and progress made by the Office in achieving the set goals.

The Office of the Military Ombud is an independent Office established in terms of the Military Ombud Act, No 4 of 2012, with the responsibility to ensure that complaints lodged by a member or a former member regarding his or her conditions of service, a member of the public regarding the official conduct of a member of the Defence Force or a person acting on behalf of a member are investigated and resolved in a fair, economical and expeditious manner.



It is worth reporting that the caseload for the year under review was 390 with a variety of complaints regarding conditions of services ranging from promotions to termination of service.

As the Office is an affiliate to the African Ombudsman and Mediators Association (AOMA), DCAF and the African Ombudsman Research Centre (AORC), the Office of the Military Ombud continues to make a contribution towards the entrenchment of a culture of good governance, the upholding of human rights and the respect for the rule of law in the continent. The South African Military Ombud, as the first dedicated Military Ombud Office in Africa, thus occupies a pre-eminent and influential place in the region.

I also need to mention the 10th International Conference of Ombuds Institutions for the Armed Forces (10ICOAF) which took place over the period 29 – 31 October 2018 under the theme “The Evolving Roles and Responsibilities of the Armed Forces and the Implications for Ombud Institutions”. The 10th ICOAF was hosted for the first time on African soil. Its aim was to exchange the best practices, good governance, observance of Human Rights and Administrative Justice.

Finally, I wish to welcome the newly appointed Deputy Military Ombud, Adv S.T.B. Damane-Mkosana and thank Lt Gen (Ret) T.T. Matanzima, the first Military Ombud for his commendable leadership as he retires end of May 2019 after his seven (7) year term.

Lastly, I would like to express my sincere gratitude to the excellent work done during the period under review. I take great pride in your achievements. I specifically wish to thank the Portfolio Committee on Defence and Military Veterans, the Joint Standing Committee on Defence, the Military Ombud and his staff for their support during the year under review.

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

(N.N. MAPISA-NQAKULA)

MINISTER OF DEFENCE AND MILITARY VETERANS, MP

FOREWORD BY THE MILITARY OMBUD LT GEN (RET) T.T. MATANZIMA

The 2018/19 Annual Activity Report documents the evolution and achievement of our strategic objectives – nearly seven (7) years after the establishment of the South African Military Ombud Office. Whilst being mindful that this is the last annual report I table as the first Military Ombud, I am elated of the foundation laid and the gains made thus far as I pass on the baton to my successor, as I conclude my 7 non-renewable term of Office.

It has already been seven years since the establishment of the Office of the Military Ombud. The Office has embarked on organisational redesign, redefining its strategy and future positioning so as to improve

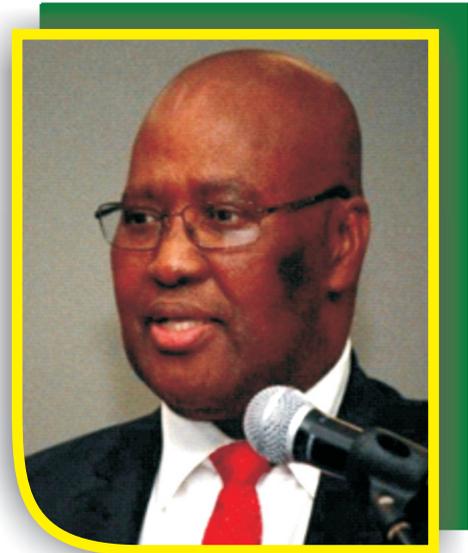
operational requirements and attain the vision to be a world leading, independent and impartial Military Ombud Institution. Progress has been made in the past year regarding budgetary certainty for the Military Ombud. Vote 19: Defence and Military Veterans 2018 Estimates for National Expenditure include earmarked amounts that may not be used for purposes other than for the South African Military Ombud Office.

We affirm our commitment and dedication to execute our legislative mandate impartially and expeditiously to serving and former members of the South African National Defence Force (SANDF) concerning their conditions of service and the public regarding the official conduct of members of the Defence Force in line with the Military Ombud Act No 4 of 2012.

This annual activity report showcases our milestones and the many ways in which we support government priorities and working closely with other public entities, constitutional and international bodies such as African Ombudsman and Mediators Association (AOMA) and the Geneva Centre for Democratic Control of Armed Forces (DCAF) to realise our vision and mission.

Through continuous improvement on our modus operandi and enhanced public advocacy and stakeholder feedback, the Office will progressively close the gap between identified areas for institutional independence, operational improvement, and accessibility to an ordinary member of the Defence Force and general public with a view to realise the service delivery principles and ensure that the Office operates independently, and is known nation-wide.

To bolster this pillar and to ensure the realisation of the end state in line with the Military Ombud intent, it was deemed appropriate that a two-fold feasibility study be conducted by Government Technical & Advisory Centre (GTAC) to determine an appropriate organisational form through situation analysis of the systemic and non-systemic issues faced by the Office of the Military Ombud with the identification of both the causes and effects of present limitations in the execution of its mandate; by placing field study officers in the respective provinces, namely, Free State, Limpopo, Mpumalanga and the Western Cape.



When we look back at the 2018/19FY. A number of key events stand out. We can proudly say we hosted in collaboration with the Geneva Centre for the Democratic Control of Armed Forces (DCAF) a successful 10th International Conference of Ombuds Institutions for the Armed Force (10ICOAF) Conference which was held for the first time in Africa and attended by over 30 member states from all over the world from 29 - 31 October 2018.

The 10ICOAF was indeed an opportunity for Ombud Institutions globally to come together and share the best practices within the Armed Forces under the theme “The Evolving Roles and Responsibilities of the Armed Forces and the Implications for Ombud Institutions”. The conference concluded with an Africa Day Symposium themed “Advancing the Narrative of Oversight over the Armed Forces of Africa”. The conference declaration statement attested that there is a need to have similar Military Ombud oversight institutions in the continent.

In addition to the measures already outlined, the Office continues to work hard to drive the implementation of its strategy and has entered into Memorandums of Understanding (MoUs) with various stakeholders to provide a framework for cooperation and collaboration between the stakeholders with the view to share information and enhance the effectiveness and efficiency of service delivery.

Throughout the financial year in general we continually strived to improve our accountability and transparency mechanisms and have reviewed our complaints handling systems and processes. Our primary objective was to create value for all our stakeholders.

We would like to thank the President of South Africa and the Minister of Defence and Military Veterans for the appointment of the second Deputy Military Ombud Adv. Simphiwe Damane-Mkosana who assumed duties during December 2018.

Looking ahead, the Office will continue to face a number of hurdles, however, despite this we remain optimistic that we will continue to receive the necessary operational and financial support from the Minister of Defence and Military Veterans and Parliament to realise our mandate.

I would like to thank the senior management and all staff members for providing unequivocal support and service to our stakeholders.

I hope this annual activity report brings light on the mandate of the Office and work performed in this financial year.



(LT GEN (RET) T.T. MATANZIMA)
MILITARY OMBUD

FOREWORD BY THE DEPUTY MILITARY OMBUD ADV S.T.B. DAMANE-MKOSANA

At the start of my journey with the Office of the Military Ombud in December 2018, I reasoned, that I had brought along with me knowledge and the understanding of the Defence Force in the form of my previous exposure to the administrative environment and my legal background. I was comfortable that those would see me through with the resolution of complaints as well as the management of the support functions within the Office of the Military Ombud.



How I was mistaken, my previous exposure within the Department of Defence gave me a major advantage, no doubt, as my understanding of the Department of Defence assisted me not only with legal technical expertise in providing advice and guidance in the resolution of complaints but also with the administration of an organisation/institution in a highly regulated world. 2018 was known as the commemorative year in celebration of the Nelson Mandela Centenary. The Office of the Military Ombud continues to be inspired by the values and vision that symbolises unity and service to all our people.

I am pleased to be a part of the Annual Activity Report of the Office of the Military Ombud for the financial year 2018/19.

The financial year 2018/19 annual performance results, once again bear testimony to the effort that has gone into building the Office. The results furthermore reflects the commitment and investment by management and the employees within the Office, growing the Office into a high performing organisation.

From an operational perspective, the Office continues to receive and register complaints from members of the SANDF and the community. The statistics included in this Annual Activity Report provides an overview of the Office's activities during the reporting year. The Office remit is to provide an independent, impartial and expeditious accessible mechanism for reviewing complaints and conditions of service of the SANDF. The pursuit of excellence by Office staff together with the excellent cooperation of the Department of Defence have contributed to a general improvement of the standard of administration within the Department of Defence.

One of the highlights for the Office during the reporting year was the hosting of the 10th International Conference of Ombuds Institutions for Armed Forces (10ICOAF) in collaboration with the Geneva Centre for the Democratic Control of Armed Forces (DCAF), attended by more than 30 countries, best practices were shared on how to democratise the armed forces whilst respecting the channel of command. This conference further deepened the necessity for promotion of good governance, transparency, accountability and consistent oversight over the armed forces.

In conclusion, I am incredibly proud of the work that the members of the office have accomplished during the past year. Lastly, I would like to convey my sincerest appreciation to our Executive Authority for her leadership, direction and guidance throughout the reporting year.



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

PART A: STRATEGIC OVERVIEW

The following information discloses the strategic overview of the Office.

Mandate. The mandate of the Office as captured in the Military Ombud Act No 4 of 2012 is to investigate complaints lodged in writing by –

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

Vision. To be “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 the Public to promote good governance”.

Values.

- Organisational Values. The values reflect the work ethics and culture in support of the mission of the Office of the Military Ombud.

Accountability	We are responsible for our decisions and actions.
Confidentiality	We ensure all information is treated with confidentiality.
Commitment	We are dedicated to achieving the objectives of the organisation.
Impartiality	We aim for fairness by striking a balance between conflicting interests and rights.
Professionalism	We aim to provide highest quality service to all stakeholders.
Integrity	We value ethical conduct and honesty.

- Supporting Values. In support of the above mentioned organisational values the following supporting values have been developed.

Behaviour	We behave in a manner that engenders respect from our clients.
Results Driven	We go the extra mile to ensure that the solutions that are developed adhere to and enhance organisational requirements.
Teamwork	We take joint responsibility through teamwork.
Excellence	We strive for excellence in all we do.
Responsibility	We individually take responsibility for our actions.
Care & Respect	We foster diversity; value our people; and treat each other with dignity and respect.

Strategic Objectives. In pursuit of the legislative mandate, vision and mission the Office of the Military Ombud work was informed by three (3) strategic objectives during the 2018 financial year. These Strategic Objectives constitute the pillars to focus on organisational energies, decisions and performance management.

Strategic Objective 1	To ensure strategic direction to the Office of the Military Ombud in-line with governments intent and expectations.
Strategic Objective 2	To enhance and maintain corporate operations within the Office of the Military Ombud.
Strategic Objective 3	To administrate Military Ombud resources as prescribed in the Regulatory Framework.

Legislative Mandate. The Office of the Military Ombud derives its mandate from the Military Ombud Act, Act 4 of 2012 and is reflected in the table below:

Table 1: Legislative Mandate

Legislative/ Other Mandates Description	Key Responsibilities Imposed by Legislative Mandate
a.	b.
Military Ombud Act 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.

Organisational Structure. The organisational structure is informed by the current mandate, vision, mission, outputs and processes. The current organisational structure comprises of two (2) functional lines and was created based on the best practises and the requirements as stipulated in the Military Ombud Act.

The total number of posts approved and captured on the Structure Management Control System (SMCS) of the Department of Defence (DOD) is 89 of which 59 posts focus on the core business namely Operations Management. The remaining 30 posts represents the Executive Office and Corporate Support. A graphic illustration of the organisational structure of the Office is depicted in figure 2 below.

Figure 1: Structural Position of the Office within the Ministry of Defence.

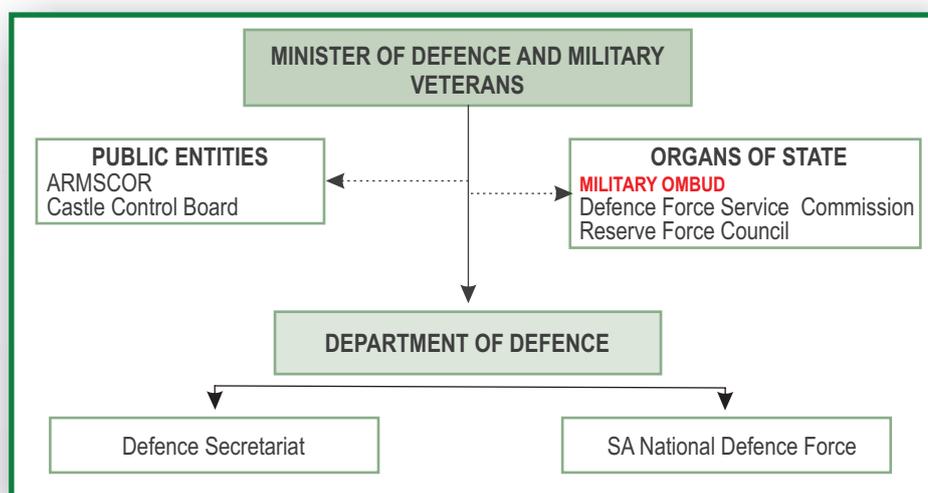
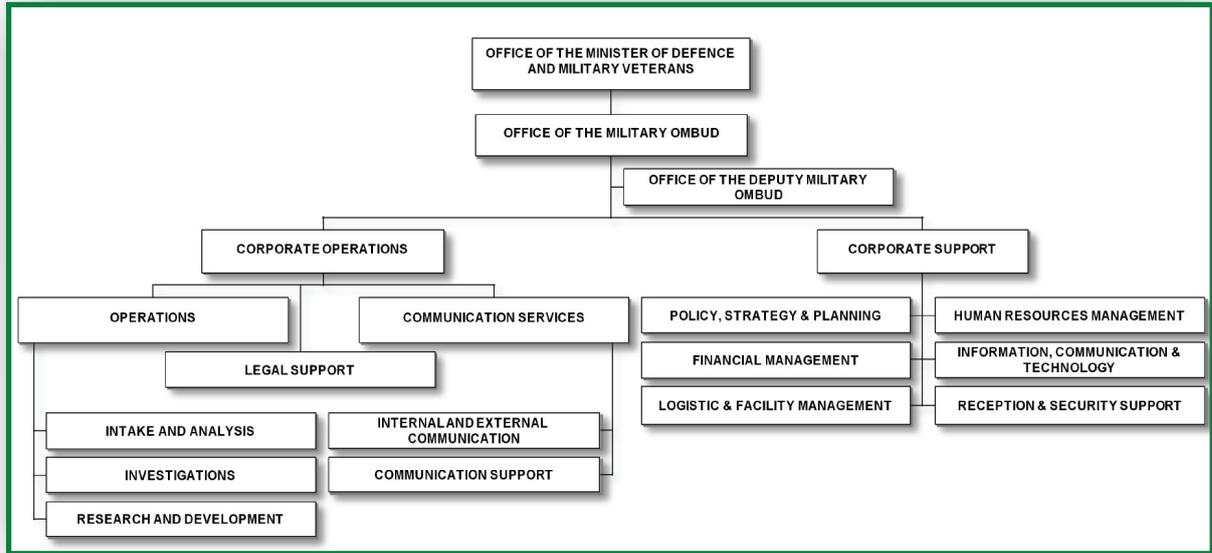


Figure 2: Organisational Structure of the Office



Inauguration of the Deputy Military Ombud

PART B: PERFORMANCE INFORMATION

Performance Information indicates how well an institution is meeting the outcomes/outputs and objectives, and which policies and processes are working. It is key to effective management, including planning, budgeting, and implementation, monitoring and reporting to ensure efficiency, effectiveness and the impact of Service Delivery by the Office of the Military Ombud.

The Office of the Military Ombud continues to grow in its pursuit to fulfil the mandate as prescribed in the Military Ombud Act No 4 of 2012. The progress is confirmed in the deepened understanding, application and internalisation of the legislative mandate by the Senior Management and the employees within the Office.

It is further observed in the continued fostering of relationship building of partnerships and co-operation with Department of Defence (DOD).

The Office of the Military Ombud's Annual Activity Report for the FY2018/19 is presented herewith. This is a detailed report of what has been achieved by the Office during the reporting year. (Please refer to table 2 below)



Table 2: Overview of Performance

Serial No	Performance Indicator	Annual Target as per APP	Annual Performance								FY2018/19 Annual Performance Pre-Audited	Comments		
			Quarter 1 Target as per APP	Quarter 1 Output – Validated	Quarter 2 Target as per APP	Quarter 2 Output – Validated	Quarter 3 Target as per APP	Quarter 3 Output – Validated	Quarter 4 Target as per APP	Quarter 4 Output – Validated		Reason for Deviation	Way Forward (if applicable)	
			a	b	c	d	e	f	g	h				i
Strategic Objective 1: To ensure strategic direction to the Office of the Military Ombud in-line with Governments intent and expectations														
1.	Percentage compliance to the Policy on Policy.	80%	80%	100%	80%	67%	80%	30%	80%	80%	80%	69.3%	The long process to promulgate policies	
2.	Percentage compliance with submission dates of Military Ombud accountability documents.	100%	100%	-	-	-	100%	-	100%	100%	100%	100%		
3.	Percentage compliance to organisational requirements.	80%	80%	50%	80%	50%	80%	50%	80%	80%	80%	57.5%	GTAC currently busy with structural review	
Strategic Objective 2: To enhance and maintain corporate operations within the Office of the Military Ombud														
4.	Percentage of written complaints finalised within the Office of the Military Ombud.	75%	18.75%	22%	37.5%	32%	56.25%	38%	75%	47%	47%	47%	Delays in providing responses timeously by the Defence Force. Lack of standardised investigative approaches. Inadequate use of ADR.	Streamline and standardization of investigative approaches, introduced a system of diarizing to closely monitor adherence to timeframes.

Serial No	Performance Indicator	Annual Target as per APP	Annual Performance								FY2018/19 Annual Performance Pre-Audited	Comments		
			Quarter 1 Target as per APP	Quarter 1 Output – Validated	Quarter 2 Target as per APP	Quarter 2 Output – Validated	Quarter 3 Target as per APP	Quarter 3 Output – Validated	Quarter 4 Target as per APP	Quarter 4 Output – Validated		Reason for Deviation	Way Forward (if applicable)	
5.	Degree to which timely, effective and efficient legal services are provided to the Military Ombud, Operations and Support.	70%	70%	79%	70%	50%	70%	83%	70%	73%	71.3%	l	m	
6.	Status of stakeholder opinion of the Office of the Military Ombud	90%	90%	110%	90%	90%	90%	96%	90%	96%	98%			
Strategic Objective 3: To administrate Military Ombud Resources as prescribed in the Regulatory Framework														
7.	Percentage compliance with HR Plan	95%	95%	88.8%	95%	97%	95%	85%	95%	90%	90.2%	The deviation on both strength and expenditure is due to attrition.	The Office continues to implement the retention strategy in the form of development, employee participation etc	

MILITARY OMBUD – Annual Activity Report FY2018/19

Serial No	Performance Indicator	Annual Target as per APP	Annual Performance								FY2018/19 Annual Performance Pre-Audited	Comments			
			Quarter 1 Target as per APP	Quarter 1 Output - Validated	Quarter 2 Target as per APP	Quarter 2 Output - Validated	Quarter 3 Target as per APP	Quarter 3 Output - Validated	Quarter 4 Target as per APP	Quarter 4 Output - Validated		Reason for Deviation	Way Forward (if applicable)		
8.	Percentage compliance with allocated budget	95%	95%	87%	95%	82%	95%	95%	82%	95%	95%	84%	83.8%	l	The Office will need to commence procurement processes earlier than anticipated to ensure that the timely delivery of goods / services takes place.
9.	Percentage compliance with allocated logistic budget	95%	95%	83%	95%	86%	95%	95%	84%	95%	95%	88%	85.3%		The Office will commence procurement processes earlier than anticipated to ensure that the timely delivery of goods / services takes place.
10.	Percentage compliance to the ICT plan	95%	95%	95%	95%	95%	95%	95%	70%	95%	95%	75%	83.8%		The Servers were not delivered by the Service Provider. New procurement process will be initiated in the next financial year.

Serial No	Performance Indicator	Annual Target as per APP	Annual Performance								FY2018/19 Annual Performance Pre-Audited	Comments		
			Quarter 1 Target as per APP	Quarter 1 Output – Validated	Quarter 2 Target as per APP	Quarter 2 Output – Validated	Quarter 3 Target as per APP	Quarter 3 Output – Validated	Quarter 4 Target as per APP	Quarter 4 Output – Validated		Reason for Deviation	Way Forward (if applicable)	
11.	Percentage compliance to the security policy	75%	75%	67%	75%	73%	75%	75%	60%	75%	70%	67.5%	<p>Physical Security: Bypassing of Biometrics due to faulty readers. Negligence (Basement gate) left opened. Bypassed turnstiles for contractors working in the building. Failure to sign authorization for the removal of computers, ICT equipment and classified material forms.</p> <p>Personnel Security: Security Clearances: Vetting forms sent to DI in 2017 still under process.</p>	<p>Looking into the possibility of replacing old readers.</p>

PART C: GOVERNANCE

The Minister of Defence and Military Veterans as the Executive Authority (EA) is responsible for oversight, however, the Military Ombud is responsible for monitoring standards of sound corporate governance and fully endorses the application of the recommendations of the King Report on Governance.

The Office is furthermore committed to the governance processes that give assurance to stakeholders that the operations of the Office of the Military Ombud are conducted, managed and maintained effectively, efficiently, transparently, ethically and economically within prudent risk parameters in pursuit of best practices to ensure optimised utilisation of the Office resources.

In pursuit of good “Corporate Governance” the Office continually strives to enhance its internal controls and to be more effective and efficient in the application of management practices and adherence to the regulatory framework. The internal controls are continuously monitored and reviewed in order to ensure timely mitigation.

The Office submits quarterly performance reports and Annual Activity Reports, furthermore the signing of the Ministerial directive on 25 October 2018 are an indication that the Office complies in terms its legislative mandate.

Governance Structures. The Office of the Military Ombud established a corporate governance structure to:

- enhance accountability,
- ensure timely and accurate disclosures,
- deal fairly with stakeholder interests, and
- maintain high standards of business ethics and integrity.

The following governance structures have been institutionalised within the Office of the Military Ombud.

Table 3: Governance Structures within the Office of the Military Ombud

Governance Structure	Function/Aim	Frequency	Chairperson	Number of Meetings during the Reporting Year
a.	b.	c.	d.	e.
Executive Committee (EXCO)	To provide strategic direction to the Office of the Military Ombud	Quarterly	Military Ombud	8
Military Ombud Dashboard	To act as an oversight body ensuring standardisation and compliance to service delivery standards.	Quarterly	Military Ombud	6
Management Meeting (MANCO)	To outline the terms of reference for MANCO and develop an ongoing partnership / trust between Operations Chief Directorate, Legal Services, Executive Office and Corporate Support, enabling the organisational entities to co-ordinate efforts geared towards improved accountability, governance, risk and compliance for	Monthly	Deputy Military Ombud	14

Governance Structure	Function/Aim	Frequency	Chairperson	Number of Meetings during the Reporting Year
a.	b.	c.	d.	e.
	effective, efficient and transparent reporting.			
Operations Management Meeting	The management and co-ordination of the Operations environments daily activities.	Monthly	Chief Director Operations (CD Ops)	13
Corporate Support Management Meeting	The management and co-ordination of the Corporate Support environments daily activities.	Fortnightly	Chief Corporate Support (CCS)	18

Risk Management. During the year under review the Office continued to dedicate and commit its efforts towards an improved and effective enterprise risk management approach. The transversal enterprise risks impact on the Office from the strategic output and outcome perspective, continued to be subjected to regular monitoring and scrutiny by the Management Forums and oversight governance structures such as the EXCO and MANCO.

The risk management process is aligned to the planning, budgeting and reporting process of the Office, striving towards the optimal achievement of its outputs. Regular risk assessments are planned for whereby strategic and operational risk registers are maintained and monitored.

The table below reflects the risk responses and progress made aligned to the strategic objectives of the Office.

Table 4: Strategic Risks

Strategic Objective	Military Ombud Delivery (Aligned to the Strategy Map)	Risk Description	Risk Response
a.	b.	c.	d.
To ensure strategic direction to the Office of the Military Ombud in-line with governments intent and expectations.	D4 – Ensure Military Ombud Services in compliance with Regulatory Framework	The Military Ombud Act does not address the governance and accountability framework hampering the Office in obtaining institutional and financial independence.	The Military Ombud Act does not cover the scope of the Military Ombud function which influences the accountability framework, resolution enforcement and powers. Updating of the Military Ombud Act and regulations
To ensure strategic direction to the Office of the Military Ombud in-line with Governments intent and expectations.	D1 – Govern Military Ombud commitments in accordance with government policy and strategy.	Independence is at risk	Credibility of the Military Ombud is compromised due to lack of understanding and trust by all stakeholders.
To administrate Military Ombud resources as prescribed in the regulatory framework.	D4 – Ensure Military Ombud Services in compliance with Regulatory Framework	Development of a Case and Matter Management System	The credibility, integrity and provision of management reports of complaints lodged and

Strategic Objective	Military Ombud Delivery (Aligned to the Strategy Map)	Risk Description	Risk Response
a.	b.	c.	d.
			captured/registered are unreliable due to the limited availability of information.

Corruption and Fraud Prevention. Fraud and corruption represent potential risks to the Office of the Military Ombud assets, service delivery, efficiency and reputation. The Military Ombud does not tolerate corrupt or fraudulent activities whether internal or external.

Fraud Results from a Combination of Opportunity, Need/Greed and Attitude / Culture Three elements are common to all fraud perpetrators.

- Opportunity. Research has shown the opportunity to commit fraud results from the perpetrator having access to the assets at the point in time that the fraud is committed. Opportunity usually results from a lack of proper internal controls;
- Need/Greed. Results also show that fraud motivated by need is the highest when the economy is in a slump and greed when economy is booming; and
- Organisational Culture. Organisations that expect unreasonable performance standards, have little respect for controls, are not sensitised as to how serious fraud is, allow an employee to reason that it is his/her right to do the deed tend to have a higher incidence of fraud.

In order to enforce a zero tolerance attitude to corruption and fraud the Office drafted and institutionalised a corruption and fraud prevention strategy allocating roles and responsibilities to a number of employees within the Office.

Code of Conduct. The code of conduct exists to provide direction to employees with regards to their relationship with the legislature, political and executive office-bearers, other employees and the public and to indicate the spirit in which employees should perform their duties.

The code of conduct is communicated to all staff and every employee is required to sign the code of conduct as part of their appointment conditions. Non-adherence to the Code of Conduct may attract disciplinary action.



PART D: OPERATIONS

To maintain an operational edge and encourage innovation the core business functions focused on a number of activities to ensure that complaints are resolved in a fair, economical and expeditious manner.

Some of the highlights which will be discussed in this part of the Annual Activity Report are:

- Review of the Complaints Handling and Investigation Procedure;
- Statistical Overview of Complaints Submitted;
- Stakeholder Management;
- International Relations;
- Outreach Programme;
- Brand and Reputation Management;
- Legal Services;
- Research and Development Material; and
- Case Studies.

Review of Complaints Handling and Investigation Procedure. During the second and third quarter of the reporting year, the Office embarked on a process to review the complaints handling and investigation procedure to bring it in-line with the Military Ombud Complaints Regulations, 2015, as well as to streamline the Alternative Dispute Resolution (ADR) process. This culminated in the approval of the revised Complaints Handling Manual which was promulgated and implemented on 1 February 2019.

Statistical Overview. Over the past seven (7) years a total of 2444 have been registered within the Office. The statistic below reflects details wrt the complaints.

Table 5: Seven Year Statistical Overview of Cases

Financial Year	Total Carried Over Cases	Total Cases Received in the FY	Total Received	Total Finalised	Active Cases at FY End
a.	b.	c.	d.	e.	f.
FY2012/13	0	307	307	117	190
FY2013/14	190	301	491	219	272
FY2014/15	272	279	551	318	233
FY2015/16	233	250	483	365	118
FY2016/17	118	310	428	236	192
FY2017/18	192	607	799	664	135
FY2018/19 ¹	135	390	525	246	279

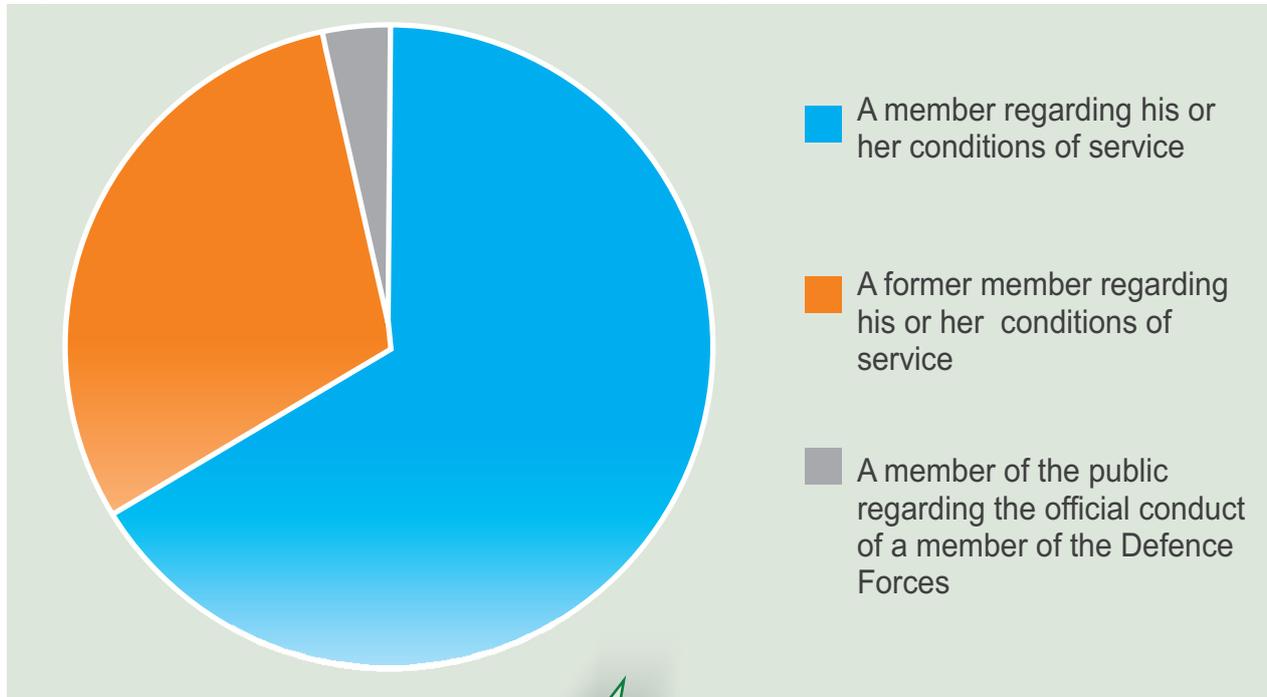
Table 6: Complaints Finalised

Reason for Finalisation	Number of Complaints Finalised
a.	b.
Complaint dismissed	63
Complaint upheld	26
Complaint withdrawn	3

¹During the financial year whilst conducting an audit on the database, it was established that there was a variance of 2 complaints that remained open on the database. This 2 had been closed and recorded as finalised. The finalised figures have been adjusted accordingly to reflect the actual state of affairs.

Reason for Finalisation	Number of Complaints Finalised
a.	b.
Condonation declined	6
Did not follow grievance procedure	46
Duplicate complaint	5
Lack of cooperation by complainant	4
Mediation, Conciliation, Negotiation	5
Not a condition of service	39
Matter referred to appropriate public institution	45
Matter pending before civilian court	2
Other	2
Grand Total	246

Figure 3: Number of complaints submitted as per the mandate of the Office

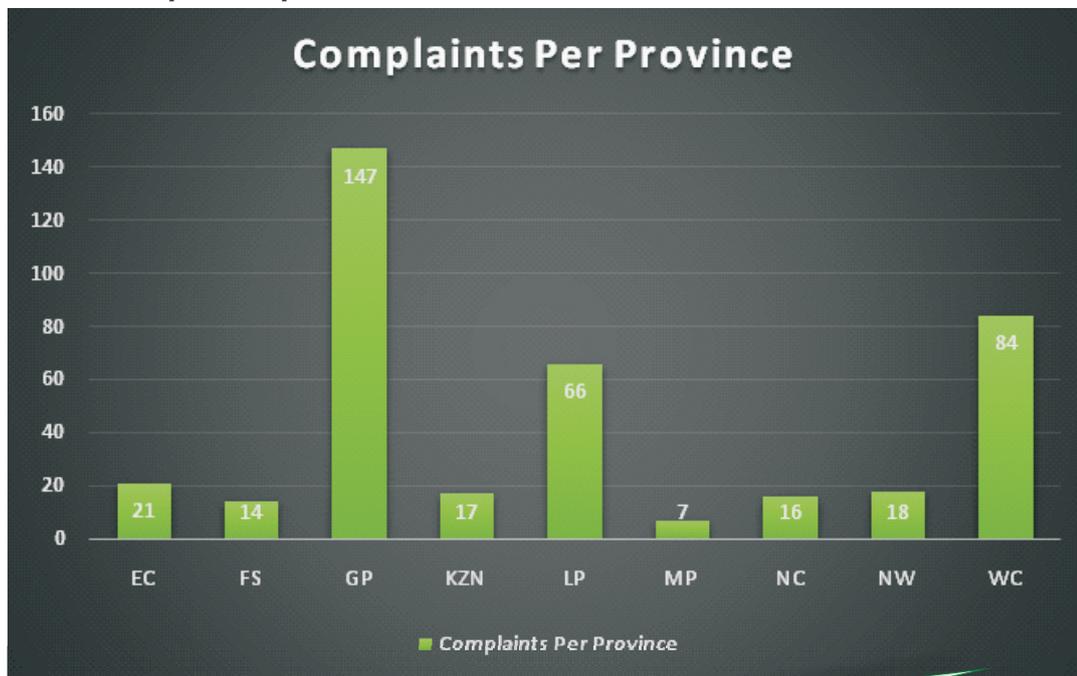


The majority of complaints lodged during the financial year came from current members of the Defence Force namely 66%. This is followed by 31% of complaints from former members. Complaints from ordinary members of the public are the lowest at 3%.

Table 7: Information per Complaints Category

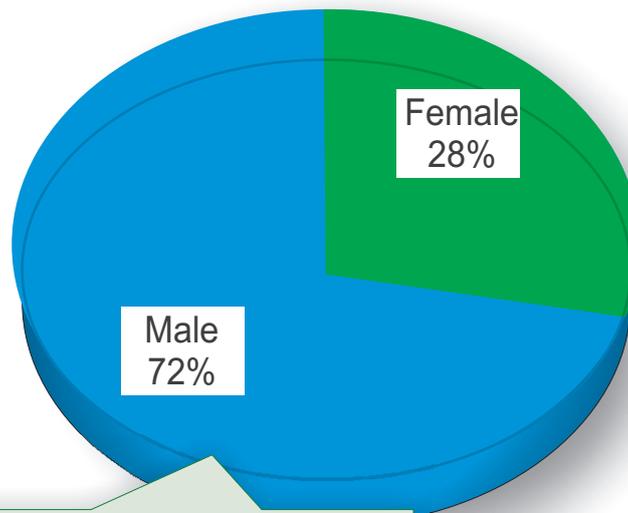
Category	Brought Over From 17/18	Received In 18/19	Total Case Load	Finalised In Year Received	Total Finalised	Carried Over To 19/20
a.	b.	c.	d.	e.	f.	g.
Promotion, Demotion And Career Intervention	31	40	71	17	37	34
Utilisation & Placement	20	77	97	36	48	49
Service Benefits & Working Environment	9	66	75	39	42	33
Education, Training & Development	2	11	13	3	4	9
Remuneration	32	90	122	37	57	65
Grievance/Discipline Procedures	6	15	21	3	6	15
Service Termination	26	74	100	28	38	62
Other	5	8	13	5	8	5
Official Conduct Of Member Of SANDF	4	9	13	3	6	7
Total	135	390	525	171	246	279

Figure 4: Complaints per Province



Gauteng registers the highest number of cases. This is followed by Western Cape (WC), then Limpopo and Free State in the third and fourth place. The balance is spread amongst the remainder of the provinces with Mpumalanga (MP) being the lowest. This could be as a result of the population density and as well as the presence of bases for the various Arms of Service in the respective provinces.

Figure 5: Complaints by Gender



The largest percentage of complainants who lodged complaints with the office are male at 280 which is 72% of the total caseload whilst complaints from females constitutes 110 at 28% of the total complaints lodged.

Figure 6: Implementation and Non-Implementation of Recommendations

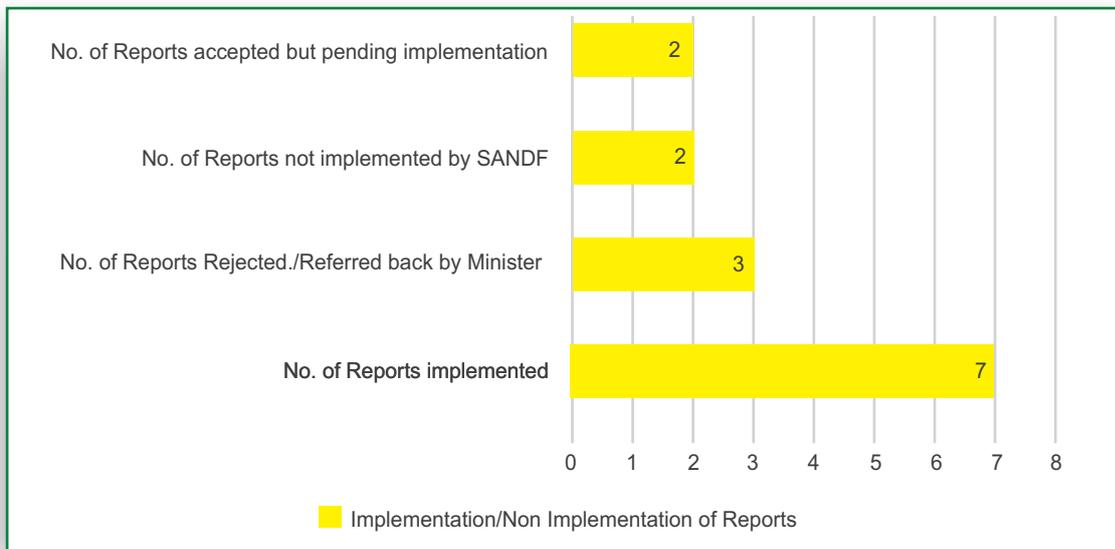


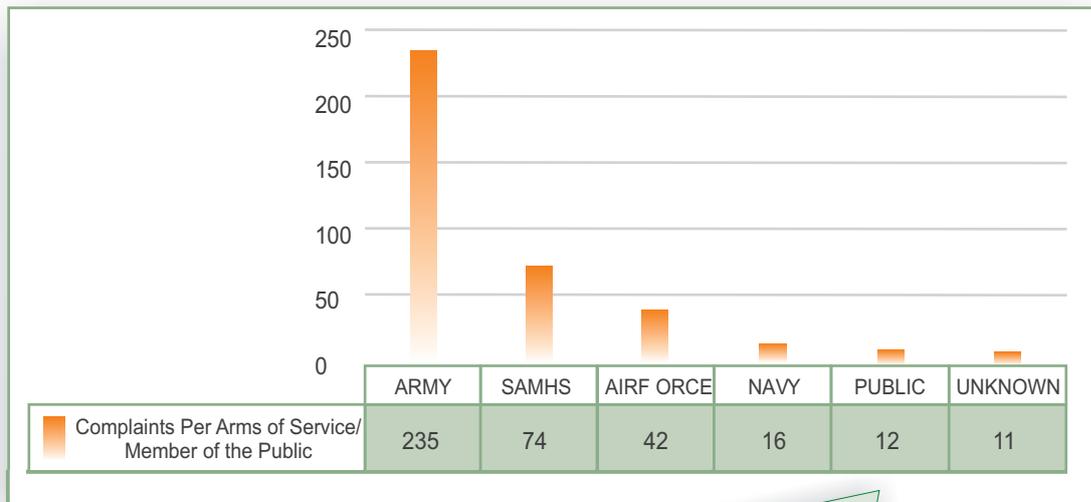
Table 8: Number of Complaints by Current Members of the Defence Force

Ser No	Rank Levels		Number
	a.	b.	
1	Generals/ Flag Officers		3
2	Senior Officers		35
3	Officers		30
4	Warrant Officers		21
5	NCO's		126
6	Other Ranks		44
7	Total		259

Table 9: Number of Complaints by Former Members of the Defence Force

Ser No	Rank Levels	Number
	a.	b.
1	Generals/ Flag Officers	0
2	Senior Officers	13
3	Officers	8
4	Warrant Officers	6
5	NCO's	27
6	Other Ranks	65
7	Total	119

Figure 7: Number of Complaints per Service / Members of the Public



The highest number of complaints lodged are against the SA Army which constitutes 60% of the total caseload, followed by SAMHS at 19% and 11% are from the SAAir Force. The complaints from the SANavy are the lowest at 4%. The least number of complaints came from the public which is 3%. Lastly, approximately 2.8% of the complainants are recorded as unknown.

Stakeholder Management. Stakeholder collaboration has indeed bolstered the Office knowledge bank. The Office represents a link for citizens, current and former members of the SANDF to lodge complaints that relates to conditions of service and it's essential to work with other human rights organisations.

Table 10: Internal Stakeholder Interaction Planned versus Achieved

Stakeholder	Date	Event	Outcome
a.	b.	c.	d.
Heritage Day with all staff members of the Office	28 September 2018	The Heritage Day was celebrated with our guest speaker Mr. Arne Verhoef who gave a lecture on herbs and indigenous plants.	Achieved
Employee Recognition Awards with all the staff members	07 December 2018	An event that is aimed at recognizing staff members who excelled in their duties above the call of duty and beyond expectations.	Achieved

Table 11: External Stakeholder Interaction Planned versus Achieved FY2018/19

Stakeholder	Date	Event	Outcome
a.	b.	c.	d.
Phoenix Aviation Mamelodi	18 July 2018	Nelson Mandela Day commemoration. The donation was contributions made by personnel of the Office and was handed over to the NGO at our Offices.	Achieved
City of Cape Town Ombud,	13 July 2018	Bilateral meeting between the Military Ombud and the Cape Town Ombud.	Achieved
Annual Military Ombud Golf Day	24 August 2018	The objective of this event is to interact with stakeholders from the military and civil society in a relaxed environment. This event is also used as a platform to present the mandate of the Office of the Military Ombud to participants. This is an event that is not funded by the Office as all the monies are from the generous sponsors.	Achieved
10 ICOAF	29 to 31 October 2018	The conference was hosted in collaboration with the Geneva Centre for the Democratic Control of Armed Forces (DCAF). ICOAF gathers representatives of ombuds institutions for the armed forces from over 30 countries around the world. It was established in 2009 with the aim of developing best practices relating to the mandate, powers and functioning of these institutions.	Achieved
Vhembe District Municipality	24 July 2018	Bilateral meeting between the Military Ombud and the Executive Mayor of Vhembe District Municipality.	Achieved
Consumer Goods & Services Ombud	08 November 2018	Bilateral meeting between the Military Ombud and the Consumer Goods Ombud.	Achieved
Capricorn District Municipality	12 March 2019	Bilateral meeting between the Military Ombud and the Executive Mayor of Capricorn District Municipality.	Achieved
Military Ombud Annual Symposium	30 May 2019	The intent of the event was to gather policy-makers, Defence Specialist and Academics to deliberate on empowering thoughts that may enhance the operations of the Office.	Achieved

International Relations. International relations remains a pillar whilst the Office continues to promote the strategic objectives and improve external partnerships. In 2018/19 financial year, the Office attended various bilateral and multilateral international engagements. A summary of these visits per membership and/or association are outlined below:

African Ombudsman and Mediators Association (AOMA). AOMA is a continental body established in 2003. It is an African Union affiliated umbrella organisation for Ombudsman and Mediators across the continent with a mission to advance and strengthen the institution of Ombudsman in Africa.

The South African Military Ombud continues to be an associate member of African Ombudsman and Mediators Association (AOMA).

Joint UN-AU Framework. The Office aspires to work within the Joint UN-AU framework for enhanced co-operation for peace and security. The constitutive Act of the African Union in particular Article 3 advocates for the promotion of international co-operation, taking into due account the Charter of the United Nations, the Universal declaration of Human Rights and the Paris Principles. The Armed Forces oversight institutions are well positioned to promote good governance and accountability within defence sectors. Africa is not an exception and this assonance resonates well with the AU vision and Agenda 2063.

The Office of the South African Military Ombud support the following aspirations of Agenda 2063:

- Aspiration 3. An Africa of good governance, democracy, respect for human rights, justice and the rule of law.
- Aspiration 4. A peaceful and secure Africa.
- Aspiration 7. Africa as a strong, united and influential global player.

Through international engagements with other African Ombudsman there has been positive outcomes as some Ombudsman in Africa became more aware of our Office and its mandate and have developed a keen interest as they see value in promoting human rights within the armed forces, including oversight function in relation to the implementation of conditions of service within the armed forces. These Ombudsman are willing to engage further to advocate for the creation of Military Ombuds Offices in their respective countries. However, one remains mindful of challenges and realities that establishment of military ombudsman offices in any country requires political will and adequate resource allocation.

Geneva, Switzerland: DCAF Foundation Council Meeting: The Office took part in the 35th DCAF Foundation Council meeting. The Council meeting discussed and agreed on various issues of mutual concern, such as peace and security priorities, especially in sub-Saharan considering that the political and security situation in Mali has serious implications for the whole Sahel region and the fact that Mali has been one of the major priorities for African Union (AU) and DCAF's intervention, it was felt important that the Foundation Council hold a dedicated panel session on the country.

Rwanda: The Office of the South African Military Ombud attended the AOMA General Assembly Biennale whose aim is to bring together Ombudsman in Africa. The theme for

the 27 November to 01 December General Assembly was “*The role of the Ombudsman in Promoting Transparency and Accountability Governance in Africa*”.

The main objectives of the conference was to build capacity and to strengthen networking capacity, to reflect on the evolving mandate of the institutions in relation to the Africa changing environment and to evaluate partnerships with various bodies.

Visit to SADC: The Military Ombud led a delegation to visit the Executive Director of Defence and National Security in Namibia and the South African High Commissioner over the period 25-27 February 2019; The Permanent Secretary for the Ministry of Defence and National Security in Lesotho from 27-28 February and lastly the Ministry of Defence and Parliament, President of the Republic Assembly and the Ombudsman of Mozambique Cabinet from 1-2 March 2019.

The visits to these countries were motivated by powers and functions of the South African Military Ombud enshrined in the Military Ombud Act No 4, of 2012 which states that “*The Military Ombud must promote the observance of the fundamental rights of the members of the Defence Force*”.

We were able to exchange knowledge and provide a briefing on the mandate of the South African Military Ombud, promote dialogue on the outcomes of the 10th International Conference for the Armed Forces (10ICOAF), ‘Africa Day’ Symposium and discuss possible area of mutual collaboration.

Outreach Programme. The through its outreach programme continues to interact with members of the SANDF so that they are able to understand the mandate of the Office and when they can approach us for assistance. It is in the year in review that the Office was able to take the Outreach programme to the general public when the Office were invited by the Vhembe District Municipality to participate in one of their Imbizo in Madimbo, an area that has the presence of SANDF members who control the border area.

Table 12: Outreach Programme: Number of Military Units Visited per Province

Province	Number of Outreaches
a.	b.
Gauteng	01
Eastern Cape	04
Limpopo	15
Western Cape	12
North West	07
Kwa-Zulu Natal	03
Mpumalanga	04
Northern Cape	01
Total	47

Table 13: Outreach Programme per Province

Province	Base/Unit	Planned As Per Outreach Programme				Date Visited
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	
a.	b.	c.	d.	e.	f.	g.
Limpopo	7 SAI BN & 524 Signal Unit, 5 Special Force Regiment-		X			23 July 2018
	15 SAI BN, Vuwani		X			25 July 2018
	Air Force BASE Makhado		X			26 July 2018
	ASB Limpopo, LEGSATO, Military Police Agency, Limpopo Signal Unit, Health Centre (Sick Bay), 7 Field Workshops (Res Force Unit)		X			27 July 2018
	Joint Tactical HQ Limpopo, Area Military Health Unit, Limpopo Regional Works Unit		X			27 July 2018
	SAMHS, Lephalale		X			30 July 2018
	DOD Ammunition Sub Depot, Mookhophong/ Naboomspruit		X			31 July 2018
	Air Force Base Hoedspruit on		X			31 July 2018
	Vhembe District Municipality Imbizo, Zwigodini		X			08 September 2018
	LEGSATO			X		03 October 2018
	523 Squadron		X			21 September 2018
	Ellisras, 140 Squadron			X		11 October 2018
	7 Field Workshop			X		08 October 2018
	Regiment Christiaan Beyers			X		21 November 2018
	ASB Limpopo, all Officers in the province			X		12 March 2019
Eastern Cape	6 SAI Battalion	X				24 April 2018
	First City Regiment	X				24 April 2018
	Prince Alfred Guard	X				25 April 2018
	Oudtshoorn Army Base			X		14 November 2018
Western Cape	Fort Ikapa Base & Cape Town Rifles Unit		X			25 July 2018
	9 SAI Bn, Khayelitsha		X			31 July 2018
	Joint TAC HQ WC, Silvermine for OCs		X			30 July 2018
	2 Military Hospital, Wynberg		X			18 August 2018
	Military Academy			X		04 October 2018
	Regiment Westelike		X			17 August 2018
	4 Special Forces Regiment			X		05 October 2018
	Airforce Base Langebaanweg			X		05 October 2018
	Area Military Health			X		16 November 2018
	Army Support Base & Health Centre		X			05 September 2018
	Regiment Orange River			X		26 November 2018
SAS Saldanha			X		04 October 2018	
North West	Reginal Works Unit, Signal Unit NW,			X		11 September 2018

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Province	Base/Unit	Planned As Per Outreach Programme				Date Visited
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	
a.	b.	c.	d.	e.	f.	g.
	Army Support Base Potchefstroom					
	17 Maintenance Unit , 102 Field Workshop North West			X		11 September 2018
	Light Artillery Regiment School, 4 Artillery Regiment, School of Artillery			X		11 September 2018
	1 Practical Intel Regiment, School of Intelligence			X		12 September 2018
	Regiment De la Rey, SAASIC, SAASIC Reserve, Regiment Mooirivier			X		12 September 2018
	2 SAI BN			X		13 September 2018
	Joint Tactical HQ, 10 SAI BN			X		14 September 2018
KwaZulu Natal	Natal Field Artillery, Durban Regiment, Natal Mounted Rifles, Umvoti Mounted Rifles, Durban Light Infantry, 84 Signals Unit, 15 Maintenance Unit, 19 Field Engineering, KZN Naval Res, 105 Squadron, 1 Med NB Gp, 3 Para, UMR Pinetown				X	11 January 2019
	Natal Carbineers				X	11 January 2019
Mpumalanga	Regiment Botha		X			14 August 2018
	Joint Tactical HQ, Nelspruit Military Police, Military Health, ASB Nelspruit Base		X			14 August 2018
	4 SAI BN		X			15 August 2018
	ADA School		X			16 August 2018
Northern Cape	ASB Kimberly J Tact HQ NC,3 SAI BN, 10AA Regiment ADA School, NC Signal Unit, Regional Works Unit Area Military Health Unit, Military Police Kby Kimberley Regiment, Regiment Vaalriver Legsato Kby, Labour Relations, FASC Kby Internal Auditors				X	15 February 2019
Gauteng	South African War College	X				17 May 2018



Brand and Reputation Management. During the period under review the Communication environment, as the custodian of the brand, reputation and image of the Office of the Military Ombud, continued with its efforts to ensure stronger public awareness, understanding and support for the Office of the Military Ombud amongst its key stakeholders. This was done through various communication channels such as Media engagements and liaison through which key events were covered to showcase the capabilities of the Office. The Office has continued to have media presence in this saturated space. Interviews with community radio stations was intensified so that many people could become aware of the existence of the Office.

The Office is still endeavouring to reach out to many of our stakeholders through the social network platform which has been embraced by many, more especially the youth. To show that many people have embraced this technology we have seen an upsurge with the number of inquiries from SANDF members through our Facebook page.

Legal Services. The core purpose of the legal service is to provide effective and efficient legal support to the Office of the Military Ombud by:

- reviewing and drafting legislation and legal documents,
- rendering legal support,
- provide legal advice, opinions, and
- litigation management services.

During the 2018/19FY the Office dealt with litigation management services including a number of legal drafting and advisory services by means of legal requests.

The Ministerial Directive on the authority of the Military Ombud was approved and signed by the Minister of Defence and Military Veterans on 25 October 2018.

The Office was involved with seven (7) litigation matters, four (4) of which related to complainants seeking orders in the High Court for the implementation of the Military Ombud findings and recommendations, and three (3) which review the findings and recommendations of the Military Ombud. These matters remain subjudice at the time of finalising this report.

In this financial year the legal fraternity continued to provide legal advisory services to ensure the Office rigorously complied with the regulatory and governance framework.

The legal environment has continuously contributed to the enhancement of complaints handling through the management of stakeholder relations by ensuring effective implementation of Memoranda of Understanding (MOU) and Service Level Agreements (SLA) that were signed in the previous and current financial year. While these MOU's

and SLA's are being continuously reviewed for effectiveness and efficiency, new agreements were developed and signed to ensure significant stakeholder relationships are formalised and sustained. The status of MOU's within the Office are indicated below:

Table 14: Status of MOU's

Stakeholder	Status of MOU		
	In Progress	Signed	To be Reviewed
a.	b.	c.	d.
City of Cape Town Ombudsman	X		
The Military Academy	X		
Public Service Commission		X	
South African Human Rights Commission		X	
South African Police Service		X	
Defence Force Service Commission		X	
Commission for Gender Equality		X	
The Health Ombud		X	
CRL Rights Commission		X	
Public Protector South Africa		X	
Department of Military Veterans		X	
The Government Pensions Fund Administration Agency		X	
Department of Defence		X	
The Government Pensions Fund Administration Agency			X
CRL Rights Commission			X
Commission for Gender Equality			X
South African Police Service			X

Research & Development (R&D). The purpose of the R&D environment is to provide effective and efficient research and development to the Office of the Military Ombud in order to enable it to deliver on its mandate within the regulatory framework. During the reporting year the following highlights are worth mentioning:

- Drafting of the 10ICOAF Preparatory Workshop Terms of Reference.
- Hosting 10th International Conference of Ombudsman for the Armed Forces (10ICOAF) Preparatory Workshop ahead of 10ICOAF. 10ICOAF concept document, planning, programme development and conference report in collaboration with the Geneva Centre for the Democratic Control of Armed Forces (DCAF). Research and development played a pivotal role in the programme development and conference report for the 10th International Conference for Ombudsman for the Armed Forces and the Africa Day Symposium held in October 2018 in collaboration with DCAF.
- Programme Development, Concept Document and Symposium Report for the Africa Day Symposium held in October 2018. Jointly hosted by the South African Military Ombud and the Geneva Centre for the Democratic Control of Armed Forces (DCAF), the Africa Day Symposium took place in Johannesburg, Emperors Palace Hotel on 31 October 2018. The Symposium focused on advancing the narrative of oversight over the Armed Forces in Africa.
- Undertaking research scoping Studies with African Centre for the Constructive Resolution of Disputes (ACCORD).
- Contributing to the development of the Outreach Programme.

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- Research support to the Military Ombud, Deputy Military Ombud and Operations and Support divisions on regional and international presentations/meetings.
- Thematic international papers and speeches for Executive participation at conferences and events and to share best practices and lesson learnt with other African ombudsman counterparts.
- Telephonic perception survey assessment.
- Contributing to policy development.
- Statistical data analysis research.



External Stakeholder Engagements



Internal Stakeholder Engagements



Case Study 1: Promotion. The Complainant is a Chaplain in the SANDF who alleged that he was awarded an incorrect rank during integration in that he was incorrectly allocated the rank of a Catechist instead of Chaplain at the level of Colonel. He did not accept the offer and appealed against the allocated rank. On appeal of the recommended rank, it was determined that the Catechist position was abolished and as a result several mediation efforts were made for the rank to be reviewed and implemented.

A recommendation was made and the then C HR recommended that approval should be granted for the Catechist rank to be reviewed from the date of integration and his salary be adjusted accordingly to the rank of Chaplain not Catechist with effect from 1994.

The recommendation was not implemented and the Military Ombud intervened by recommending that the decision that was taken in 2006, by the Board to rectify the rank that was accorded to him during integration be implemented.

The C SANDF concurred with the Military Ombud preliminary report and indicated that they accept the recommendation made by the Military Ombud to implement the decision taken by the Board in 2006, to rectify the rank.

A salary audit with financial implications was done and implemented on the PERSOL and an amount of R235 540 was paid to the Complaint on 15 April 2018. This matter was resolved in terms of Section 6(6) (b) of the Military Ombud Act, No 4 of 2012.

Case Study 2: Promotion. The complainant is a member of the South African National Defence Force (Here-after referred to as the complainant) complaining about the demotion from a rank of a Corporal to a rank of a Private in 1998 by the Court Marshall at Thaba-Tshwane and he felt that after the sentence no time frame was allocated for reconsideration of his demotion.

He further alleges that four (4) years after the demotion he wrote statements to his supervisors requesting to be promoted and no feedback was given to him. The complainant lodged a complaint with the Office of the Military Ombud in order to be assisted and be promoted.

After the Office intervened and investigated the matter, the member was promoted from the rank of Private to L/Cpl and placed in a post.

Case Study 3: Remuneration Allowances. The Complainant is a member of the Defence Force who joined the SANDF in January 2010. In 2011, he enrolled for a Diploma in Nursing Science and Midwifery which he completed in December 2014. He served community service from January 2015 to December 2015. He worked as a Professional Nurse in 1 Military Hospital from January 2016 until he resigned in June 2017. After completing the community service, his salary was not adjusted in line with the OSD salary scale. In October 2016, he lodged a grievance in terms of the Individual Grievance Regulations, 2010. The relief sought by the Complainant was for the Office of the Military Ombud to investigate and rectify any discrepancy found with regard to his remuneration.

On 28 January 2019 a letter was addressed to the SAMHS affording them an opportunity to respond to the complaint. SAMHS responded to the Military Ombud and confirmed

that indeed the Complainant's salary was incorrect. Upon intervention of the Military Ombud, the Respondent did an audit in terms of which it was confirmed that the Complainant's salary was incorrect. SAMHS undertook to initiate a process to ensure that the matter is corrected and the Complainant was paid his outstanding salary.



Case Study 4: Remuneration OSD. Complainant was a member of the Defence Force who retired as a Lieutenant Colonel (Lt Col). While in service she was placed as a deputy manager nurse (PN-B4) from 01/02/2011 until at the time of her retirement on 31/10/2013. She retired on salary level PN-B4.

The investigation conducted found that the Complainant was supposed to be placed on salary level PN-A1, when the OSD Policy was introduced or came into effect. As such, her pension benefits pay-out were affected upon her retirement. This was confirmed by the salary audit done by SAMHS while the Complainant was still in service. A commitment was received from SAMHS for the rectification and payment of the Complainant the OSD difference, as per the findings.

On 06/09/2018, the Complainant was paid the difference of her OSD remuneration for the period 01/07/2007 to 31/10/2013. As such, the complaint was resolved in terms of section 6 (6) (b) of the Military Ombud Act, No 4 of 2012.



Case Study 5: Remuneration Payment of Salary. The complainant is a SANDF member who is complaining about a salary deduction based on an alleged overpayment. He lodged a grievance with the Military Ombud requesting to be paid back the money deducted for the alleged overpayment. He disputed the overpayment, indicating that he has performed the duties of a specialist.

The investigation by the Military Ombud found that the complainant was erroneously translated to the OSD dispensation while occupying a non-OSD post and as such the complaint was dismissed in terms of section 6 (7) (a) of the Military Ombud Act.



Case Study 6: Remuneration. The complainant alleges that on the 13th of July 2017, he and other colleagues were informed by the Storeman that three (3) R4 Assault rifles, ammunition and magazines were missing or stolen from the safe at the duty room where weapons are kept. They were then interviewed and statements obtained from them regarding the matter. They continued reporting for duty while the investigation was continuing and were told by the GOC: SA Army Support Formation that those implicated would thereafter be suspended.

The GOC: SA Army Formation further indicated that a lie detector would be used to isolate the suspect(s). However, the complainant alleges that they were subsequently issued with letters of notice of intention to terminate their call-up instructions dated 24 July 2017. They further allege that they have not been provided with the outcomes of the BOI. It is, however, their fear that they may not be considered for call-up next year (2018), even if they are not found to be in the wrong. This is so because a list of members to be on call-up the following year is published at the end of every September, the preceding year.

It was found that the member's termination of their call-up was not in accordance with the provisions of Regulation 31(1) and (2) of the Defence Act, Regulations for the Defence Reserve Force dated 02 June 2017. It is also found that the GOC: SA Army Support Formation rectified the exercised command or administrative decision by accordingly reimbursing the affected members for the period of thirty (30) days, for which they were supposed to be on call-up.

Case Study 7: Appointment Contract Renewal. The complainant is a member of the SANDF currently serving as a Reserve Force Member under SA Army Intelligence, following completion of a two year contract. The Complainant was a 2016 MSDS intake. During his MSDS tenure he was deployed to Lohatla for two months and thereafter went on leave for eight (8) days. He alleges that upon his return from leave they were told that it was time for contract renewal orders and they had to go to the Officer Commanding's office. He further alleges that during the office orders he was informed that he will not be translating to a CCS contract but will be utilised as a Reserve Force Member. The Complainant alleges that he was competent in all courses done during the training and completed them in record time.

Complainant is not satisfied with the way in which CCS contracts are awarded to members.

The Complainant alleges that some MSDS members allegedly did not complete the necessary courses, however, they were awarded a CCS contract. The Complainant alleges that the decision not to award him a CSS contract was arbitrary.

The complaint was dismissed as per section 6(7) (a) of the Military Ombud Act, No 4 of 2012, due to the following reasons:

- a. Complainant did not have a right to a CSS contract nor had a legitimate expectation to the contract.
- b. The award of the CSS contract was not arbitrary but was a systemic process which was informed by the SANDF's recruitment targets and priorities

Case Study 8: Appointment. The Complainant was a part of the Military Skills Development Programme (MSDS). He indicated that he sustained an injury on 12 October 2007 at the South African Army Combat Training Centre as a result of a 35 MKV Gun malfunctioning. The injury led to the amputation of his right hand, below the wrist, as part of the surgical procedure to mitigate the trauma from the bullet wound.

The Complainant claims that he followed the necessary steps and fulfilled the requirements to make a claim against the South African Defence Force (SANDF) based on his occupational injury while on duty.

The former Minister of Defence issued an undertaking that all members injured in this incident would be taken care of by the SANDF. The injured soldiers were promised that they would be permanently employed, all aspects of their career development would be taken care of and assistance would be given to them in terms of their respective occupational injury claims. The Complainant submitted his complaint to the Office of the Military Ombud in order for the SANDF to amend his contract of employment to be a

permanent member. The Office of the Military Ombud intervened on the Complainant's behalf. This resulted in a commitment by the Office of the Chief SANDF that the Complainant would be offered a 20 year contract upon expiry of his current contract. In addition, the Department will ensure that the Complainant receives all necessary support in terms of career development.

Case Study 9: Official Conduct of a Member. The Office of the Military Ombud received a complaint from a member of the public complaining about official conduct of a member of the Defence Force. He is a member of the neighbourhood watch in Simon's Town. His allegations were that a property under the maintenance of the Defence Force has garage doors that are unsecured and as such they pose a security risk in the area.

A member of the Defence Force in charge of the maintenance of the premises was approached and the garage doors were subsequently bought, but they were not fitted. After numerous attempts to resolve this issue the neighbourhood representative approached the Office of the Military Ombud for assistance.

The Office of the Military Ombud assumed jurisdiction to investigate. The matter is still under investigation with aspirations to resolve via mediation between the complainant and the Defence Force.

Case Study 10: Remuneration (Resettlement Allowance). A Complainant was transferred from one Unit to the other and submitted a claim for resettlement allowance, with all the required supporting documents in terms of the provisions of the JDP regulating resettlement allowance. His claim was rejected because the employer alleged that there was no clarity on the type of accommodation being used by the Complainant and that an incorrect authority had been used.

In order to finalise the claim and pay the Complainant 100% claim he was instructed to submit proof of payment of the accommodation he was using at the time or that he had to settle for 25% of the claim. Subsequent to approaching the Office of the Military Ombud the employer unilaterally resolved to reimburse the Complainant 25% of his claim instead of the 100% claimed.

After investigating the complaint the following findings were made:

- a. The Complainant complied with the requirements Paragraph 26 and 27 of JDP when he submitted his resettlement claim in February 2015.
- b. The assertion that the Complainant must submit proof of payment is not a requirement in terms of the JDP.

The following recommendation was made which was accepted by the MOD & MV that the Complainant be paid resettlement costs of not more than 100% of his monthly salary as at the date of resettlement, minus 25% which was paid to him already.

Case Study 11: Deployment Benefits. The Complainant, a member serving in the Reserve Force of the South African National Defence Force (SANDF) submitted a complaint to the Office of the Military Ombud in terms of section 4(1)(a) of the Military Ombud Act No.4 of 2012 (the Act).

The Complainant reported in his complaint that the Department of Defence failed or refused to pay his salary for certain periods of his deployment, namely:

- a. 01 to 20 March 2016 and
- b. 14 February 2017 to 20 March 2017.

During investigation, the SANDF admitted that the Complainant was not remunerated for the periods mentioned above due to fact that there were some irregularities with the Work Attendance Register for the periods 01 March 2016 to 11 March 2016, which they alleged were fabricated.

The evidence sourced from the Complainant and the SANDF was that the Complainant was never charged for the alleged fabricated Work Attendance Register and he was continuously called up for deployment despite the alleged transgression.

The Military Ombud's conclusion was that the SANDF did not have any legal justification to come to a unilateral decision to withhold the Complainant's salary based on the allegations of fabrication of Work Attendance Register as mentioned above, more especially because the Complainant was never charged for the said transgression. The SANDF's actions were found to be against section 32(3) of the Basic Conditions of Employment Act, No 11 of 2002 which provides that, "an employer must pay remuneration not later than seven days after - the completion of the period for which the remuneration is payable; or the termination of the contract of employment".

Upon completion of the investigation, the Office of the Military Ombud submitted a Preliminary report to the Chief of the South African National Defence Force (CSANDF) advising him that the Complainant's complaint is being upheld and further that recommendations will be forwarded to the Minister of Defence and Military Veterans for the Complainant to be remunerated for service rendered for the periods in question. The SANDF submitted comments wherein they confirmed that they agreed with the findings and recommendations by the Office of the Military Ombud and action will be taken to rectify their error.



Case Study 12: Placement and Utilisation. The Limpopo and Mpumalanga Feasibility Study Office dealt with a matter involving a Staff Sergeant (S Sgt) who is working as an Emergency Military Medical Care Practitioner at Area Military Health Unit Limpopo (AMHU LP).

In 2008, he was promoted from the rank of Sergeant (Sgt) to the rank of S Sgt prior to his promotion in 2003, he applied for the positioned Captain (Business Plan) at AMHU and re-applied for the said post in 2006 but his application was unsuccessful.

In 2009, he applied for a post of Captain, Med Support Services Operations at AMHU LP for which he was shortlisted, but was not recommended as the most suitable candidate for promotion. In 2012, he lodged a grievance regarding staffing/placement at AMHU LP.

There were delays in addressing the afore-said grievance at Unit level which resulted in the Staff Sergeant lodging a complaint with the Office of the Military Ombud regarding grievance and grievance procedures in May 2013. He was advised by the Ombud to exhaust the internal grievance process and was assisted in unblocking the problems that caused the delays.

In September 2015, he sought the Ombud's intervention as his grievance was delayed at the SAMHS Grievance Committee (SAMHS GC), intervention was provided and he was provided with a positive response in November 2016. However, the recommendations of the SAMHS GC were not implemented which resulted in him approaching the Polokwane High Court seeking an enforcement order.

In October 2018, the Staff Sergeant approached the Feasibility Study Office in Polokwane for assistance on process and was advised that the Office will intervene on his behalf, notwithstanding the referral to the high court. The Ombud took a bold decision to intervene albeit the jurisdictional limitation provided in section 7(1) (b) of the Military Ombud Act to cause the Defence Force to avoid unnecessary litigation.

A letter to the Chief of the SA National Defence Force (C SANDF) was drafted in which the Ombud focused on the problems inherent in the grievance system as the SAMHS GC's decision was not implemented. The C SANDF has directed the Surgeon General to implement the recommendations of the SAMHS GC.

SAMHS Grievance Office confirmed that the Staff Sergeant was nominated for translation from Non-Commissioned Officership (NCO) to Officership, will attend a scheduled officer's selection board and will attend the NCO to Officers course after the HR Acquisition process has been completed. A post of Captain Health Support Coordinator at AMHU LP has been reserved for the member.



Case Study 13: Appointment Procedures. The Office of the Military Ombud received a complaint from a former member of the South African National Defence Force (SANDF) alleging that she successfully completed Basic Military Training from 26 January 2016 till 13 May 2016. On 30 November 2017 she appeared on office orders and the Unit Officer Commanding (UOC) informed her that her Military Skills Development System (MSDS) contract was not translated to the Core Service System (CSS) contract. Consequently, she was not provided with the reasons as to why she was not offered the CSS contract.

The complainant further alleges that she qualified to be offered a CSS contract, however, she was disappointed because members who did not qualify were offered CSS contracts. She mentioned that she performed well in shooting exercises, fitness tests and she was course qualified. She is of the view that due process should have been followed in order to determine which members qualify to be provided with CSS contracts. In January 2018, she submitted an application to be enlisted as a Reserve Force member at 2 Tactical Intelligence Regiment, however, her application was declined. She approached the Military Ombud to assist her to ensure that a fair procedure was followed regarding the translation of MSDS contract to CSS contract.

The issues raised in the complaint were assessed and it was established that they fall within the mandate of the Military Ombud to investigate. The Military Ombud assumed jurisdiction over this complaint and it was referred for further investigation.



Case Study 14: Promotion. The Complainant, a member serving in the Reserve Force of the South African National Defence Force (SANDF) submitted a complaint to the Office of The Military Ombud in terms of section 4(1)(a) of the Military Ombud Act, No.4 of 2012 (the Act).

The Complainant alleged that the SANDF failed to affect her promotion from the rank of Major (Maj) to Lieutenant Colonel (Lt Col) since 2010. According to the Complainant she was promoted to the rank of Lt Col in January 2010, she accepted the promotion and reported for duty for the new position. The complainant then requested for detached duty to her previous unit for “handing and taking over” duties for a period of two months. The Complainant indicated that she then fell ill and was in treatment for a period of 12 months. The SANDF was aware that she was sick. Upon her return to her position she was informed that her position has been filled and the SANDF will find a vacant post for her.

The Military Ombud conducted an investigation and the evidence sourced from the Complainant and the SANDF was that the Complainant was promoted to the rank of Lt Col in January 2010, however, this was not effected on the Defence Force Personnel Management System, despite the Complainant accepting the promotion and reporting for duty.

The Military Ombud’s conclusion was that the SANDF did not have any legal justification not to promote the Complainant to the rank of a Lt Col with effect from January 2010.

Upon completion of the investigation, the Office of the Military Ombud submitted a Preliminary report to the Chief of the South African National Defence Force (CSANDF) advising him that the Complainant’s complaint is being upheld and further that recommendations will be forwarded to the Minister of Defence and Military Veterans for the Complainant to be promoted to a rank of Lt Col with effect from January 2010. The SANDF submitted comments wherein they confirmed that they agreed with the findings and recommendations by the Office of the Military Ombud and action was already being taken to rectify the promotion and rank of the Complainant. The promotion of the complainant to her original date of promotion has been confirmed.

Case Study 15: Termination of Service. The Office of the Military Ombud received a complaint from a serving member alleging that his General Officer Commanding (GOC) refused or prevented him from resigning because he was owing the Unit Regimental Fund a loan in an amount of R20 000. The GOC was adamant to sign off a request to resign by the member on condition that he settles his loan before processing his resignation. On 16 July 2018 the member lodged a complaint with the Office of the Military Ombud.

The investigation by the Military Ombud found that the loan by the member was obtained from non-public funds, which implies that it cannot be classified as a departmental debt and therefore cannot be deducted from his pension benefits without his consent.

The case manager and his supervisor convened a mediation meeting with the GOC and his advisory personnel in order to resolve the dispute.

In light of the fact that there was no dispute from both parties regarding the member’s loan, the complaint was resolved through alternative dispute resolution (ADR) in terms of section 6(6)(b) of the Military Ombud Act, No 4 of 2012. The above process saw the member’s resignation being processed and finalised.

Case Study 16: Appointment. The Office of the Military Ombud received a complaint from a serving member of the South African National Defence Force (SANDF) who alleged as follows:

- In January 2015 she joined the SANDF on a two year Military Skills Development System (MSDS) scheduled to end in December 2016. At the end of her first year, she was assigned to Area Military Health Unit Kwazulu - Natal (AMHU KZN) for utilisation. In March 2016, the Complainant requested to be transferred to Area Military Health Unit Free State (AMHU FS). It was indicated to her in writing that there is no post available for her at AMHU FS.
- She alleges that she worked as a reception assistant and after the resignation of the receptionist a post became vacant. She avers that she did not attend any skills development courses, as she was the only one working at reception. She further alleges that her supervisor promised that she will be placed in the vacant post.
- The Complainant avers that another MSDS member who was working in Pretoria was placed in the vacant post instead of her. She claims that the selection criteria was unfair, as she was performing the duties associated with the post for the duration of her contract.

The Complainant wrote a statement on 30 May 2016 requesting that she be offered a Core Service System Contract (CSS) upon expiry of her MSDS contract and this was recommended by the Officer Commanding (OC) AMHU FS.

The relief sought by the Complainant is the appointment in the Core Service System (CSS).

After investigating it was established that the complainant was earmarked for a Patient Admin post. Letter SG/R/104/10/14 MSDS Placement 2016 dated 26 May 2016 indicated that another member was earmarked to be placed in the same post and the Complainant's name was cancelled out with a pen and replaced by the other member.

SSO Patient Admin has acknowledged the error and a Corporal's post has been identified for the complainant.

The Complainant has been appointed in the CSS with effect from 01 April 2019.



Case Study 17: Service Benefits (Pension). The complainant is a former member of the South African National Defence Force (SANDF) complaining about pension. The Complainant tendered his resignation (with Accrual) letter on 12 March 2018 with effect from 30 July 2018. He states that on 09 October 2018, he communicated with the Government Employees Pension Fund (GEPF) to enquire about the progress of his matter. He further states that he was informed by the GEPF that the Department of Defence (DOD) did not submit any termination of service documentation to the GEPF.

The complainant states that he was informed by Directorate Personnel Separation from the Human Resource Division (HRD) that unlike resignation with accrual resignation benefits, normal resignation takes longer to be captured on the system. He alleges that he indicated to HR Separation that he chose resignation with accrual of pension benefits. Furthermore, the Complainant alleges that he was informed that the process to

change the resignation code is irreversible as “phase 3” of resignation administration has been completed. The Complainant requested the Military Ombud to investigate his complaint and to ensure that the resignation code and administration be changed as per his termination of service choice form.

The Military Ombud assumed jurisdiction due to the following reasons:

- It was established that the complainant chose to transfer the actuarial interest in the Fund to an approved Retirement Preservation Fund.
- The resignation code must be changed before the file is dispatched to the GEPF for pension transfer.
- A telephone conversation between the supervisor and HR Separation on 27 November 2018 confirmed that a service request had been sent to the State Information Technology Agency (SITA) to reverse the resignation code and amend the termination forms to be submitted.



PART E: CORPORATE SUPPORT

Human Resource Management. The 2018/19 affordable strength target of 60 was met but surpassed at some periods of the year. This is due to the fact that the actual strength of the Office is 63. The Office plan has to remain within budget allocation. However, the Office requires a full strength of 89 to meet its mandate. The vacancy of 29 posts can be attributed mainly to insufficient funding.

In 2018 the Office lost the Deputy Military Ombud Advocate, R. Marivate due to illness. In December 2018 Advocate S.T.B. Damane-Mkosana was appointed as the new Deputy Military Ombud.

The tables below reflects the Human Resources statistics of the Office for the FY2018/19:

Table 15: Planned versus Actual Strength as at 31 March 2019

Environment	Planned Strength	Actual Strength
a.	b.	c.
Executive Office	07	07
Corporate Operations	34	34
Corporate Support	19	19

Table 16: Employment and Vacancies per Environment as at 31 March 2019

Environment	Approved Posts	Staffed Posts	Vacant Posts
a.	b.	c.	d.
Executive Office	09	07	02
Corporate Operations	56	34	22
Corporate Support	24	19	05

Table 17: Personnel Cost

Expenditure	Number of Approved Posts	Number of Staffed Posts	R-Value
a.	b.	c.	d.
Total Expenditure	89	60	Rm37,4

On average, the attritions of staff in the Office are due to resignation and transfers. In FY2018/19 the Office attrition rate reduced by 50%.

Table 18: Reasons Why Staff Left the Organisation

Environment	Number
a.	b.
Death	01
Resignation	01
Expiry of Contract	0
Dismissal - Operational Charges	0
Dismissal – Misconduct	0
Dismissal – Inefficiency	0
Discharged due to Ill Health	0
Retirement	0
Transfers to Other Organisations	0
Other	0
Total	2

One of the Military Ombud specific guidelines to HR as derived from the strategic objectives of the Minister of Defence and Military Veterans of 2014 is to ensure continuous training and development opportunities in order to ensure skills development, job satisfaction and retention of employees.

The Office has in the FY2018/19 embarked on focused projects to professionalise training and development towards meeting the strategic objectives of the Office. A total of 43 employees underwent various training opportunities in the year.

Table 19: Number of Skills Development Opportunities per Environment as at 31 March 2019

Environment	Short Courses	Symposia/Seminar
a.	b.	c.
Executive Office	05	
Corporate Operations	18	11
Corporate Support	09	

The Office prides itself on surpassing the national requirements on gender representivity. In the past few years, an average of 50/50 gender representivity has been maintained in the Office. There is still a lack, however, on the race representivity.

Table 20: Employment Equity Figures per Environment as at 31 March 2019

Environment	Male				Female			
	African	Asian	Coloured	White	African	Asian	Coloured	White
a.	b.	c.	d.	e.	f.	g.	h.	i.
Executive Office	03				04			
Corporate Operations	13			01	19	01		
Corporate Support	08			01	07		01	02

Table 21: Attrition per Environment as at 31 March 2018

Environment	Attrition Number
a.	b.
Executive Office	01
Corporate Operations	01
Corporate Support	00

Logistics and Procurement Management. Supply Chain Management (SCM) is one of the key mechanisms enabling government to implement policy. The mandate of the Logistics environment is to provide holistic logistical/supply chain management. The following highlights were recorded during the reporting year:

- **Demand Management.** Secured approval from the Alternative Service Delivery Implementation Board (ASD IB) for the outsourcing of security services for a period of 2 years.
- **Procurement Management.** Secured Venue, promotional material and additional services (i.e. Transport) which were required for the 10th ICOAF and finalised phase 2 of the replacement of furniture for the new building.
- **Contract Management.** Secured a 2 year contract for the monthly maintenance of the security system.

Information and Communication Technology (ICT). ICT is an enabler to the core objectives of the Office thus the ICT infrastructure is an enabling foundation upon which business applications are built and therefore it should be properly managed to avoid failure in any circumstances. As an enabler the objectives of the ICT are as follows:

- ICT services focus on supporting core business service delivery.
- Provide strong ICT governance framework.
- Effective information Management and Data Sharing.
- Consistent, whole-of-government standards, frameworks & processes.
- Enhancing people's capability.
- Proving ICT infrastructure to facilitate effective service delivery.
- Improved Customer service focus & engagement.

The following achievements were recorded during the FY2018/19:

- Finalisation of the procurement process wrt the Juniper firewall.
- 95% upgrade of old Lenovo laptops to new HP Laptops and tablets.
- Procurement of software applications finalised (Mindjet, Visio and Project).
- McAfee Antivirus installed on all workstations and continuous monitoring is taking place.

Facility, Security and Reception Management (FSRM). The FSRM function provides an effective and efficient facility and organisation security service in accordance with legislation and policy. During the reporting year the policy and procedures addressing the FSRM function were approved, promulgated and institutionalised. an effective and efficient facility and organisation security service in accordance with legislation and policy. During the reporting year the policy and procedures addressing the FSRM function were approved, promulgated and institutionalised.

Financial Management. The request for the funding to the Office of the Military Ombud to be earmarked in National Treasury's NT letter of allocation was granted by NT in October 2017. This led to some degree of independence for the Office and ensures that when reprioritisation within the budget of the DOD needs to take place, the allocation of the Office will not be affected unless the instruction is from NT. The Office is, however, still affected by the Compensation of Employees ceiling that is placed on the DOD and this has been addressed with the Sec Def.

- Expenditure Analysis. The vote for the Office for the 2018/19FY was Rm56,458. The Office had a total expenditure of Rm49,134 of which Rm37,445 was spent on Compensation of Employees and Rm11,689 was spent on operating costs. The allocation for Compensation of Employees is 70% of the vote while 30% of the vote is available for operating costs.

As part of the allocation received, a special allocation of Rk900 was made to the Office for the hosting of the 10th ICOAF. The Office was able to contain expenditure to an amount of Rk870 for the event.

- Plans to Address Future Financial Challenges. The Office is engaging the Sec Def to have the allocation of the Office adjusted to cater for Compensation of Employees that is not fully funded to even accommodate only the 63 staffed posts.

The table below reflects the Expenditure Report of the Office of the Military Ombud as captured on the Financial Management System.

Table 22: Expenditure Report of the Office of the Military Ombud.

Standard Chart of Accounts Level 3 Description	Standard Chart of Accounts Level 4 Description	Vote	Final Appropriation R'000	Amount Paid R'000
a.	b.	c.	d.	e.
Compensation of Employees	Salary and Wages	36,213	33,346	33,346
	Social Contributions	3,367	4,099	4,099
	<i>Sub-Total</i>	39,580	37,445	37,445
Goods and Services	Advertising	366	596	596
	Catering: Departmental Activities	182	133	133
	Communication	537	1,121	1,121
	Computer Services	910	1,107	1,107
	Cons Supplies	213	117	117
	Cons: STA_Print & Off Sup	292	144	144
	Consultants: Business and Advisory Services	382	1,068	1,068
	Contractors	0	5	5
	Entertainment	28	8	8
	Fleet Services	382	97	97
	Inv: Chems_Fuel_Oil_Gas_Wood & Coal	240	17	17
	Inv: Food & Food Supplies	36	50	50
	Inv: Materials & Supplies	100	27	27
	Legal Services	0	6	6
	Minor Assets	141	727	727
	Operating Leases	5,011	11	11
	Operating Payments	2,532	336	336
	Property Payments	628	346	346
	Training and Development	1,074	1,647	1,647
	Travel and Subsistence	3,204	2,054	2,054
Venues and Facilities	230	827	827	
	<i>Sub-Total</i>	16,488	10,444	10,444
Departmental Agencies and Accounts	Transfers and Subsidy: Departmental Agencies	1	0	0
Households (HH)	H/H: Employee Social Benefits	32	392	392
Provincial and Local Governments	Transfers and Subsidy: Municipalities	3	9	9
	<i>Sub-Total</i>	36	401	401
Machinery and Equipment	Other Machinery and Equipment	354	809	809
Software & Intangible Assets	Software and Other Intangible Assets	0	36	36
	<i>Sub-Total</i>	354	846	846
TOTAL		56,458	49,135	49,135



LIST OF ABBREVIATIONS / ACRONYMS

A	APP	Annual Performance Plan
	AOMA	African Ombudsman and Mediators Association
	AD	Assistant Director
	AMHU	Area Military Health Unit
	ASB	Army Support Base
	AORC	African Ombudsman Research Centre
B	Brig Gen	Brigadier General
	BMT	Basic Military Training
C	CTC	Combat Training Centre
	CFO	Chief Financial Officer
	Cpl	Corporal
	C SANDF	Chief of the South African National Defence Force
	CHR	Chief of Human Resources
	CDLS	Chief Defence Legal Services
	CMS	Case and Matter Management System
	CD Ops	Chief Director Operations
	CCS	Chief Corporate Support
	COD	Council on Defence
D	DOD	Department of Defence
	DPASA	Department of Public Service and Administration
	DMO	Deputy Military Ombud
	DCAF	Democratic Control of Armed Forces
	DRC	Democratic Republic of Congo
	DLS	Director Legal Services
E	EXCO	Executive Committee
	ENCA TV	e-News Channel Africa
	ETV	Educational Television
F	FY	Financial Year
G	GLIS	Group Life Insurance Scheme
	GCIS	Government Communication Information Services
	GRC	Governance Risk and Compliance
	Gp	Group
	GTAC	Government Technical Advisory Centre
H	HR	Human Resources

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	HQ	Head Quarters
I	ICOAF	International Conference of Ombuds Institutions for the Armed Forces
	IOI	International Ombudsman Institutions
J	JSB	Joint Support Base
	JSCD	Joint Standing Committee on Defence
K		
L	Lt Gen	Lieutenant General
	Log	Logistic
	L Cpl	Lance Corporal
M	MOD&MV	Minister of Defence and Military Veterans
	Maj Gen	Major General
	MDC	Military Discipline Code
	MSDS	Military Skills Development System
	MOU	Memorandum of Understanding
	MANCO	Management Committee
	MTEF	Medium Term Expenditure Framework
	MTSF	Medium Term Strategic Framework
N	NT	National Treasury
O	OC	Officer Commanding
	OHS	Occupational Health and Safety
P	Pte	Private
	PSC	Public Service Commission
	PCD	Portfolio Committee on Defence
Q	Qtr	Quarter
R	Ret	Retired
S	SANDF	South African National Defence Force
	SAN	South African Navy
	SA Army	South African Army
	SAAF	South African Air Force
	SAMHS	South African Military Health Services

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	SMCS	Structure Management Control System
	SAI BN	South African Infantry Battalion
	S Sgt	Staff Sergeant
	Sgt	Sergeant
	SLA	Service Level Agreement
	SP	Strategic Plan
	SITA	State Information Technology Agency
	SABC	South African Broadcasting Commission
	SCM	Supply Chain Management
	SecDef	Secretary for Defence
	2IC	Second in Command
	SMART	Performance targets are to be s pecific, m easurable, a chievable, r elevant and t ime-bound.
T		
U	URS	User Requirement Specification
	UNCAT	United Nations Conventions Against Torture
	UNESCO	United Nations Educational, Scientific and Cultural Organisation
V		
W	Wrt	With regards to
	WO1	Warrant Officer Class 1
	WO2	Warrant Officer Class 2



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