



INDEPENDENT AND IMPARTIAL

**ANNUAL ACTIVITY REPORT
2020**



INDEPENDENT AND IMPARTIAL

**OFFICE OF THE MILITARY OMBUD ANNUAL
ACTIVITY REPORT 2020**



defence

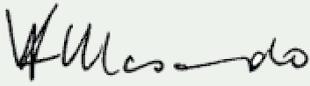
Department:
Defence
REPUBLIC OF SOUTH AFRICA

Date of Tabling: 28 May 2021

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 2021.



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



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**MESSAGE FROM THE MINISTER OF DEFENCE AND
MILITARY VETERANS (MOD&MV),
THE HONOURABLE MS N.N. MAPISA-NQAKULA, MP**

I am greatly honoured to present the Annual Activity Report of the Office of the South African Military Ombud for the period 1 April 2020 to 31 March 2021.

In the early 1990s, the winds of democratic transition ushered in a period of intense transformation for South Africa's social, economic, and political landscape. The concept of the Military Ombud was first contemplated in the 1996 White Paper on Defence appropriately themed "Defence in a Democracy" as an external mechanism to deal with complaints and grievances from serving and former members of the South African National Defence Force (SANDF) as well as members of the public

concerning the official conduct of serving members. The transformation that was taking place in South Africa included the need for the South African National Defence Force (SANDF) fraternity to embrace the international narrative of "citizens in uniform". This narrative refers to a military that embodies a human face, protects the rights of civilians, and embraces the evolving role of contemporary military practices whilst executing its traditional combat role. Therefore, the Office of the South African Military Ombud was established through the Military Ombud Act 4 of 2012 to support the realisation of this narrative. The Act mandates that the Office resolves complaints that are lodged in writing from current serving members, former members of the SANDF, a person acting on behalf of a member, and the public regarding the official conduct of members of the SANDF.

As 2020 began, the COVID-19 pandemic became a silent assassin that hampered all efforts to deliver mandates across all organisational spectrums. In response to these challenges, the Office sought new methods to conduct its business. Consequently, the feedback that I have received from this Office reflects that it has been able to execute its business as usual under the new normal. Indeed, the capability and speed of digital adaptation by the Office and the use of virtual methods continue to ensure that members of the defence and public are able to access the information that they need to lodge complaints pertaining to their conditions of service and fundamental human rights.

The noticeable increase in complaints, especially from members of the public, clearly demonstrates our democracy at play and sheds light on the need to improve the civil-military interface. The Office has brought forward many recommendations that are leading to long-term positive change.

The improvement in the rate of complaints resolution and performance for 2020 demonstrates passion and diligence relating to the expeditious resolution of cases. I have continued to receive finalised cases from the Office and have approved some whilst requesting clarity where intervention was required. In all instances I have received objective and credible findings. A significant investigation that was undertaken during 2020 related to the alleged involvement of SANDF members in the death of the late Mr Collins Khosa. In my capacity as the Minister of Defence and Military Veterans, I tasked the Office with conducting an investigation into this incident and I was satisfied with the resulting outcome.

The continued local, regional, and global participation by the Office is a key driver of growth for the Office and stakeholders alike. Lessons learnt have ensured that the Office activities are fair, credible, and transparent. This participation and commitment to continuous improvement contribute to the Office being internationally respected as a role model of ombudmanry. Notably the Office has no history of legal overreach and continues to conduct clean operations in the resolution of cases.

The current Office internal review mechanisms inspire confidence and help to ensure quality assurance is guaranteed before complaints are finalised. This is a blueprint for external oversight which ultimately goes on to bolster the democratic governance of our armed forces.

I can safely conclude that the Office continues to realise the positive statutory duty conferred upon it in line with the Constitution of the Republic. The Bill of Rights is the cornerstone of South African constitutional democracy; therein are the rights of all people to the democratic values of human dignity, equality, and freedom. The State is required to respect, protect, promote, and fulfil these human rights.

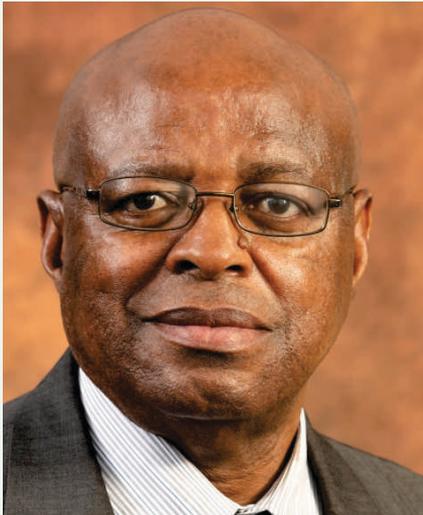
Without doubt the Office has used its persuasive powers and objective recommendations to ensure that the rights of members of our armed forces, be they current or former, and the members of the public are protected.

I wish to thank the Military Ombud, Lt Gen (Ret) V.R. Masondo in his inaugural year for leading the Office, the Deputy Military Ombud, Advocate S.T.B. Damane-Mkosana for the support rendered to the Office, and staff members, for the cooperation and diligent work in line with the Batho Pele Principles.

I proudly support the presentation of this report for the achievements of the period under review.



(N.N. MAPISA-NQAKULA)
MINISTER OF DEFENCE AND MILITARY VETERANS, MP



MESSAGE FROM THE MILITARY OMBUD, LT GEN (RET) V.R. MASONDO

It is a great pleasure to present the work of the South African Military Ombudsman's Office, as captured by this Annual Activity Report

The year 2020 has seen the devastating effect that the COVID-19 pandemic has had on every facet of our daily lives. Indeed, as with most organisations, the Office was not spared from the negative effects of the necessary social response to the pandemic. This required the team to adopt innovative means of resolving complaints that were lodged with the Office. Dealing with complaints is the core business of the Office and we continued to receive complaints from current and former members of the South

African National Defence Force (SANDF). A substantial number of complaints were received from members of the public. This suggests an ever-increasing public awareness of the role of the Military Ombud as a result of the Office's outreach programme.

The effectiveness of any oversight Office depends on having constructive relationships with our counterpart organisations and those whose work we scrutinise. In light of this, the Office participated in virtual international conferences such as the International Conference of Ombuds Institutions for the Armed Forces (ICOAF), which draws more than 80 countries under the auspices of the Geneva Centre for Security Governance (DCAF) and the International Ombudsman Institution (IOI). Regionally, the Office participated actively during the African Ombudsman and Mediators Association (AOMA) virtual meetings. These conferences create a platform to share best practices and lessons learnt so as to be ahead of our business operations. This participation has immensely benefitted the Office.

We welcome the support of our stakeholders such as the Minister of Defence and Military Veterans, Chief of the South African National Defence Force, Secretary for Defence, the Parliament Joint Standing Committee on Defence and Military Veterans, the Parliament Portfolio Committee on Defence and Military Veterans, the South African National Defence Force at large, and the public for their ongoing co-operation and constructive relationships.

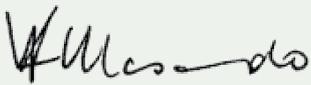
A part of an Ombudsman's role is to make sure standards are maintained and that commitments by an administration to improve areas of its work are actually carried out. This can be achieved through complaints-based inquiries. To this end, we have continued to improve and strengthen the mandate of the Office by addressing legislative gaps through our internal review mechanisms. This will help to ensure that the Office remains credible and fair in the resolution of complaints and in convincingly servicing our stakeholders.

Our team of complaints handlers continued to perform tremendously well and adhered to ethical issues of confidentiality whilst also maintaining transparency and allowing both parties to the complaint the benefit of a fair hearing. It is pleasing to note that the team's performance has increased from a 47% case resolution rate to just above 75% over the course of the last financial year. This was achieved through the prioritisation of older cases and a focus on addressing delays together with the collaborative efforts of all those involved in order to finalise investigations within timeframes that we had set for ourselves. The resolution rate continues to increase at a satisfactory rate and indicates the Offices' renewed growth trajectory. No doubt, this bodes well for our strategic plan to resolve complaints expeditiously.

Finally, we worked diligently to ensure that those who contact our Office were treated fairly in line with the Batho Pele Principles. This Annual Activity Report highlights the real outcomes that we are achieving for the Defence community and the public. In fact, I am proud to posit that this speaks to the professionalism of our staff members and the creative approaches that we have used to conclude complaints lodged in writing. These include informal resolution and collaboration with our colleagues in the Department of Defence (DOD) and the SANDF.

I wish to thank my team as we only have two resources to work with: money and people. The human element matters; people bring passion, invention, and growth to our business and our stakeholders. With our entire staff aligned around our growth plan, and the envisaged strong funding, we eagerly look forward to 2021.

I am grateful to present this Annual Activity Report and remain committed to building upon the achievements that the Office has made in the year to come.



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

TABLE OF CONTENT

TOPIC	PAGE NUMBER
Statement of Responsibility and Confirmation of Accuracy	2
Office of the Military Ombud General Information	3
Message from the Minister of Defence and Military Veterans	4
Message from the Military Ombud	6
Glossary / Acronyms / Abbreviations	11
Part A: Strategic Overview	14
Mandate of the Office	14
Vision	14
Mission	14
Impact Statement	14
Organisational and Supporting Values	14
Strategic Outcomes	15
Legislative Mandate	16
Minister of Defence and Military Veterans Priorities	17
Military Ombud Priorities	17
Organisational Structure	18
Part B: Performance Information	20
Measuring the Outcomes	22
Part C: Operations	25
Statistical Overview	25
Age Analysis of Carry-Over Complaints	26
Analysis of Complaints Received in FY2020/21	27
How Complainants Accessed the Office	27
Nature of Complaints	27
Profile of Complaints	28
Geographic Spread	30
Gender Breakdown	30
Research and Development	31
Communication	32
Stakeholder Relations Management	32
Outreach Programme	35
External Communications	35
Internal Communications	36
Brand and Reputation Management	36
International Relations	37
Legal Services	40
Part D: Case Studies	41

TABLE OF CONTENT **Cont.**

Part E: Governance		54
Executive Oversight and Responsibilities		54
Committee Authorities and Responsibilities		54
Enterprise Risk Management		58
Part F: Corporate Support		61
Human Resource Management		61
Annual Financial Information		62
List of Tables		
Table 1:	Organisational Values	15
Table 2:	Supporting Values	15
Table 3:	Legislative Mandate	16
Table 4:	Measuring of Outcomes	22
Table 5:	Overview of Performance – AOP Level	23
Table 6:	Statistical Overview of Cases	25
Table 7:	Number of Complaints Submitted as per the Mandate of the Office	28
Table 8:	Complaints by Current Members of the Defence Force by Rank	29
Table 9:	Number of Complaints by Former Members of the Defence Force by Rank	29
Table 10:	Internal Stakeholder Interaction Planned versus Achieved FY2020/21	33
Table 11:	External Stakeholder Interaction Planned versus Achieved FY2020/21	34
Table 12:	Outreach Programme per Province	36
Table 13:	Number of Military Units Visited per Province	36
Table 14:	Memorandum of Understanding	40
Table 15:	Military Ombud Governance Structure	56
Table 16:	Corruption and Fraud Prevention Plan	57
Table 17:	Strategic Risks	59
Table 18:	Planned versus Actual Strength as at 31 March 2021	61
Table 19:	Employment and Vacancies per Environment as at 31 March 2021	61
Table 20:	Personnel Cost	61
Table 21:	Attrition as at 31 March 2021	61
Table 22:	Reasons Why Staff Left the Organisation	62
Table 23:	Number of Skills Development Opportunities as at 31 March 2021	62
Table 24:	Employment Equity Figures per Environment as at 31 March 2021	62
Table 25:	Expenditure Report of the Office of the Military Ombud	64
List of Figures		
Figure 1:	Reporting Lines	18
Figure 2:	Office of the Military Ombud Organisational Structure	19
Figure 3:	National, Provincial and Local Government Planning Cycle	20
Figure 4:	Military Ombud Planning, Budgeting and Reporting Cycle	21
Figure 5:	Logic Model (Result Based Concepts)	21
Figure 6:	Manner of Finalisation	26
Figure 7:	Number of Carried Over Complaints per Financial Year	26

TABLE OF CONTENT **Cont.**

Figure 8:	Mode of Contact	27
Figure 9:	Nature of Complaints	27
Figure 10:	Number of Complaints per Service / Member of the Public for FY2020/21	29
Figure 11:	Geographic Spread	30
Figure 12:	Gender Breakdown	30



GLOSSARY / ACRONYMS / ABBREVIATIONS

AOP	Annual Operational Plan
AOMA	African Ombudsman and Mediators Association
APP	Annual Performance Plan
AWOL	Absent without Leave
BDR	Bombadier
BoI	Board of Inquiry
CD Ops	Chief Director Operations
CCS	Chief Corporate Support
CFPP	Corruption and Fraud Prevention Plan
CoE	Compensation of Employees
CSS	Core Service System
DCAF	Centre for the Democratic Control of Armed Forces
DFR	Defence Foreign Relations
DOD	Department of Defence
DODI	Department of Defence Instruction
DMO	Deputy Military Ombud
DPM&E	Department of Planning, Monitoring and Evaluation
EC	Eastern Cape Province
EHO	Environmental Health Officer
EXCO	Executive Management Committee
Fin	Finance
FS	Free State Province
FSRM	Facility, Security and Reception Manager
FY	Financial Year
GLIS	Group Life Insurance Scheme
GP	Gauteng Province
GRC	Governance, Risk and Compliance
HR	Human Resources
JMPD	Johannesburg Metropolitan Police Department
ICOAF	International Conference of Ombuds Institutions for the Armed Forces
ICT	Information, Communication and Technology
IGR	Individual Grievance Regulations
IOI	International Ombudsman Institute
KZN	Kwa-Zulu Natal Province
LP	Limpopo Province
L Cpl	Lance Corporal
Log	Logistic
Lt Gen	Lieutenant General
MANCO	Management Committee
MO	Military Ombud
MOU	Memorandum of Understanding
MP	Mpumalanga Province
MOD&MV	Minister of Defence and Military Veterans

GLOSSARY / ACRONYMS / ABBREVIATIONS

MSDS	Military Skills Development System
MTSF	Medium Term Strategic Framework
NC	Northern Cape Province
NCO	Non-Commissioned Officer
NDP	National Development Plan
NPM	National Preventative Mechanism
NSF	Non-Statutory Forces
NW	Northern West Province
OHS	Occupational Health and Safety
OPCAT	Optional Protocol to the Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment
OSD	Occupation Specific Dispensation
PCD	Portfolio Committee on Defence
PFMA	Public Finance Management Act
PMDS	Performance Management Development System
PSP	Policy, Strategy and Planning
PTE	Private
Ret	Retired
R&D	Research and Development
RFMCF	Regular Force Medical Continuation Fund
SA Army	South African Army
SAAF	South African Air Force
SAHRC	South African Human Rights Commission
SALGA	South African Local Government Association
SAMHS	South African Military Health Services
SA Navy	South African Navy
SANDF	South African National Defence Force
SAPS	South African Police Services
SIGLA	Security Institute for Governance and Leadership in Africa
SLA	Service Level Agreement
SPF	Strategic Planning Framework
S&T	Subsistence and Travel
WC	Western Cape Province
Qtr	Quarter



PART A: STRATEGIC OVERVIEW

MANDATE OF THE OFFICE

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”.

IMPACT STATEMENT

In 2020 the Office of the Military Ombud embarked on a Strategic Planning Worksession to ensure alignment of accountability documents to the latest guidelines as published by the Department of Planning, Monitoring & Evaluation (DPM&E). The impact statement developed and institutionalised reads as follows:

“Complaints from Members and Former members of the SANDF and the public are resolved fairly, economically and expeditiously in a manner that good administration and governance is ensured within the SANDF.”

ORGANISATIONAL AND SUPPORTING VALUES

The values of the Office reflects the work ethics and culture in support of the mission and vision of the Office. During the 2020 Strategic Planning Work Session two (2) values were added namely Courtesy & Transparency. Table 1 and 2 below reflects the accepted organisational and supporting values.

Table 1. Organisational Values

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

Table 2. Supporting Values

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 OUTCOMES

As per the revised framework of the Department of Planning Monitoring and Education (DPM&E) and the Annual Performance Plan (APP) for the reporting year the strategic objectives were replaced by the following two (2) strategic outcomes.

- Fair, economical and expeditious resolution of written complaints.
- Accountable and effective governance of the Office of the Military Ombud.

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 3. 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, 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. ● Establishment 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.

MINISTER OF DEFENCE AND MILITARY VETERANS PRIORITIES

The evolving FY2019/20 Ministerial Priorities as contextualised in the approved Military Ombud Strategic Plan 2020-2025 that give impetus to the execution of the Military Ombud mandate through Ministerial direction over the short-, medium- and long-term within available resources are confirmed as follows:

- Strategic Direction. This priority relates to ensuring the provision of Ministerial strategic direction to the Office of the Military Ombud over the short, medium - and long-term.
- Strategic Resourcing Direction. This priority relates to the directing of the developing of an appropriate Funding Model thereby ensuring the adequate resourcing of the function over multiple MTSF periods aligned with prevailing policy.
- Organisational Renewal Direction. This priority relates to the directing of the repositioning of the Office of the Military Ombud to determine the accountability status to achieve greater efficiencies and effectiveness across the function.
- Human Resources (HR) Renewal Direction. This priority relates to the directing of the renewal of the organisations human resource function to ensure that the personnel profile is able to meet both current and future obligations.

MILITARY OMBUD PRIORITIES

To ensure that the set of planned activities and outcomes meets Government priorities, MTSF of 2019-2024, National Development Plan, Vision 2030 and Minister's priorities the Military Ombud articulated the following focus areas:

- To build confidence with soldiers, by improving turnaround times of complaints.
- Ensure that complaints do not prolong for more than a year taking into consideration the complicated ones and external factors.
- To ensure establishment and strengthening of good working relationships within Department of Defence (DOD).
- Ensure fairness, impartiality and quality is embedded and emphasise Ministers recommendations.
- Ensure continuity in soliciting support on long term goals of establishing the Office as a Schedule 3, Public Entity taking cognisance of economic status of the country.
- Attention must be given to the Operations environment knowing that its the core business.
- The Office needs to be realistic about procurement, segregation and delegation that might have influence on the structure.
- Ensure implementation and institutionalisation of Ministerial Directive (Ministerial Policy Directive on Enterprise Resource Support to Military Ombud, dated 25 October 2018).
- Ensure focus on the external stakeholders is broadened.

MILITARY OMBUD ORGANISATIONAL STRUCTURE

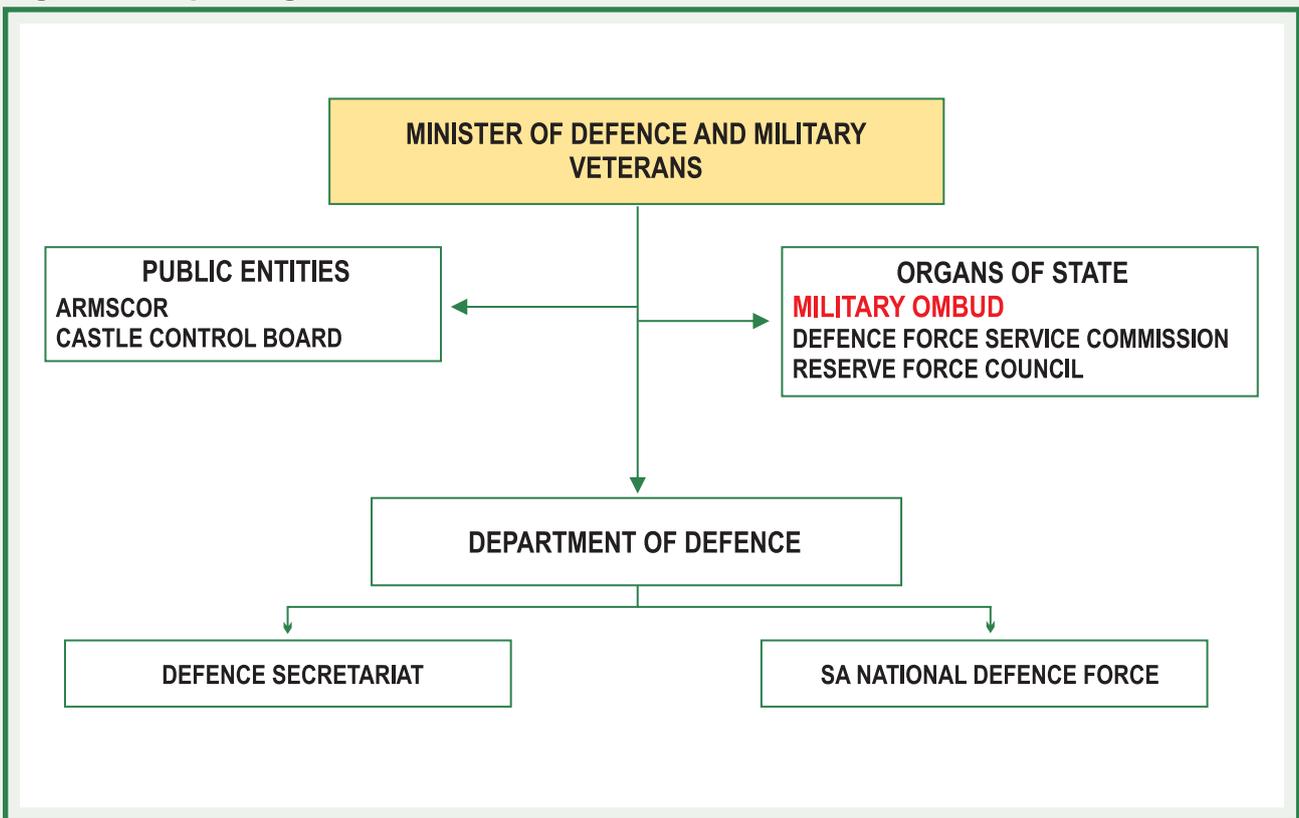
The Office of the Military Ombud is an Organ of State reporting to the MOD&MV, as the Executive Authority. The management and control of the Office resides with the Military Ombud.

The organisational structure is informed by the current mandate, vision, outcomes and processes. The organisation structure as depicted in figure 2 below provides for structures that facilitate the execution of the mandate of the Office and enables the management and reporting arrangements of the organisation units. The current organisational structure was approved during June 2012 and comprises of two (2) functional lines namely:

- Operations Management; and
- Corporate Support.

The approved organisational structure of the Office has never been fully funded, which hampers its ability to pursue the mandate.

Figure 1: Reporting Lines

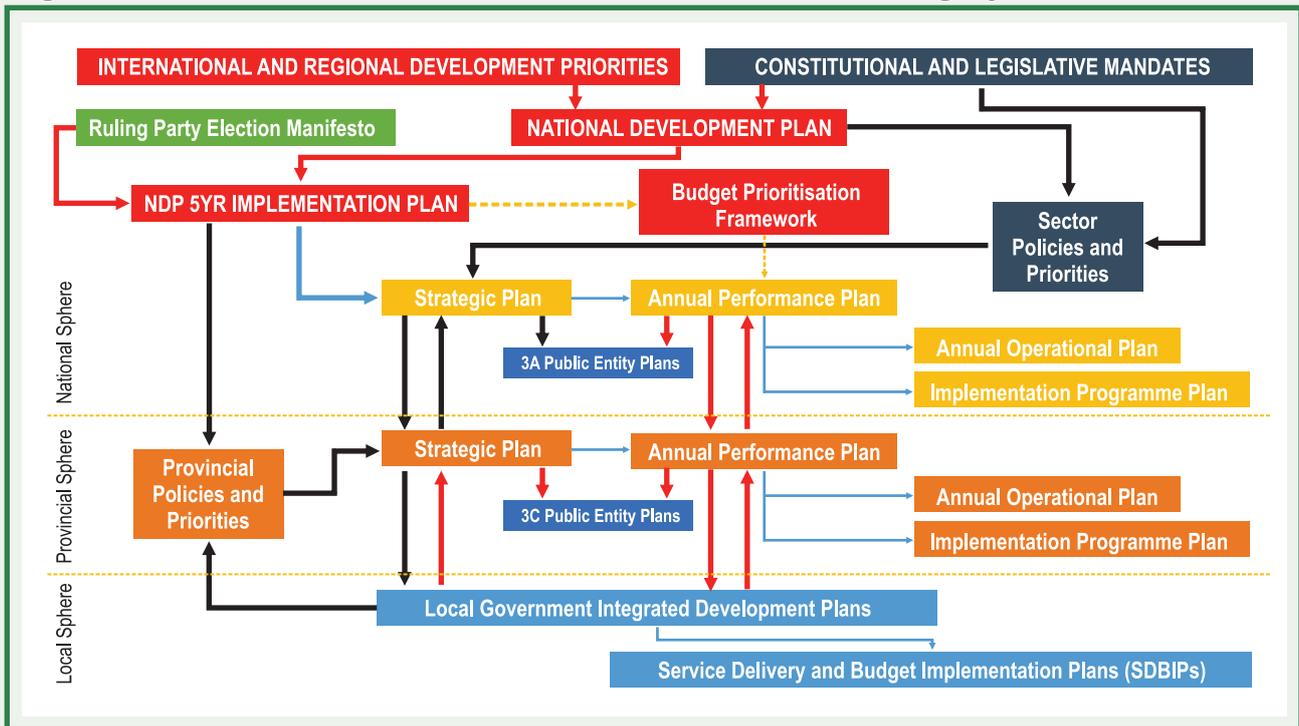


PART B: PERFORMANCE INFORMATION

Over the 2019-2024 MTSF period, the Office continues to support Government's priorities and ultimately the National Development Plan, Vision 2020 as well as the NDP 5 Year Implementation Plan.

To ensure the Office's alignment with the National, Provincial and Local Government Planning Cycle, as per the Revised Framework and reflected in figure below, the Office updated its current Strategic Planning Framework.

Figure 3: National, Provincial and Local Government Planning Cycle



The updated Strategic Planning Framework (SPF) continued to provide the norms and standards within which the Office outcomes-based planning, budgeting, reporting and risk management process is executed in the realisation of the Office's mandate. The updated/revised SPF aims at primarily ensuring the following:

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

Figure 4: Military Ombud Planning, Budgeting and Reporting Cycle

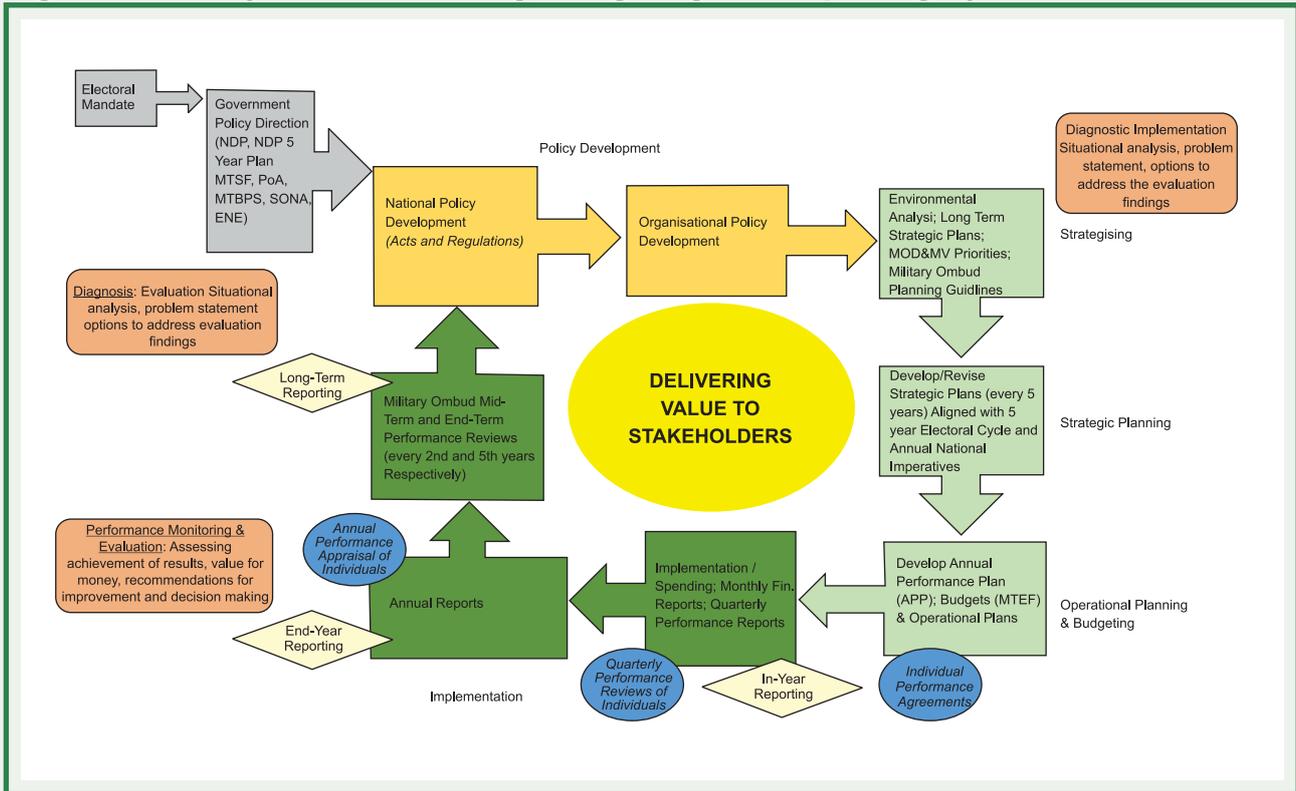
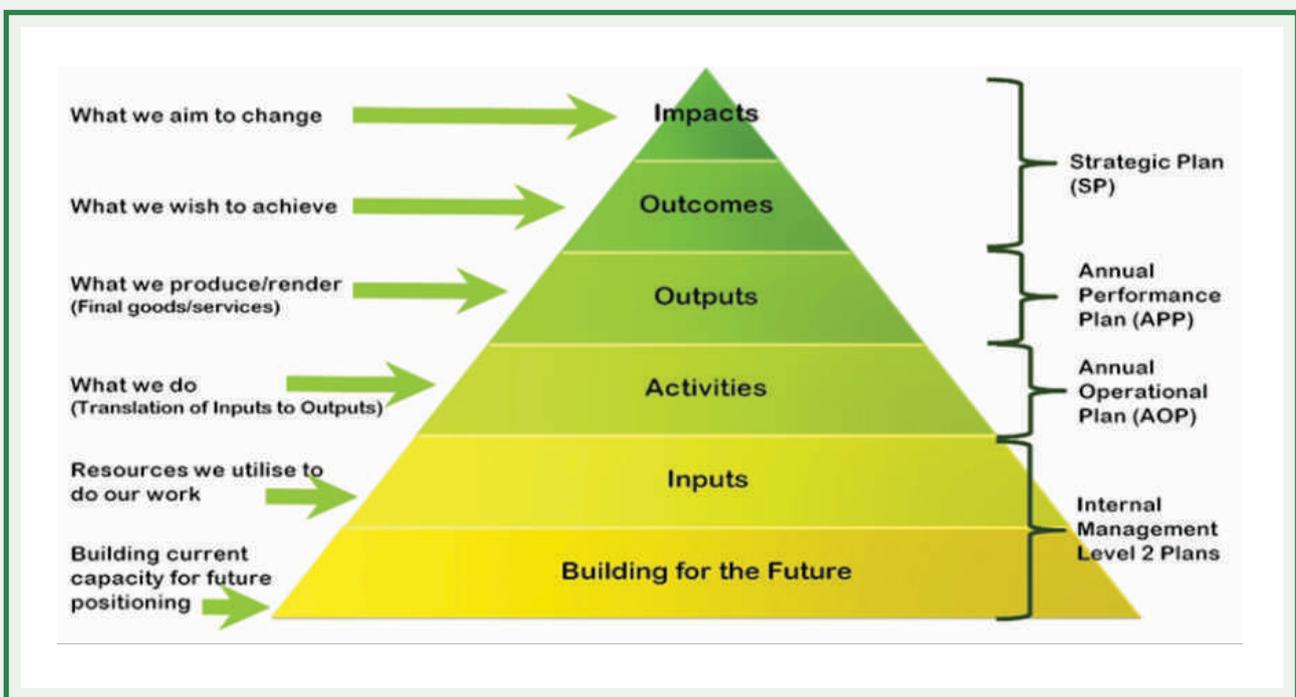


Figure 5: Logic Model (Results Based Concepts)



MEASURING THE OUTCOMES

The outcomes of the Office as defined below highlighted what the Office aimed to achieve and are directly aligned to the legislative mandate of the Office. During the reporting year the Office managed to achieve both of the set targets as indicated in the table below.

Table 4. Measuring of Outcomes

Outcome	Outcome Indicator	Baseline	Five Year Target	Performance
a.	b.	c.	d.	e.
Fair, economical and expeditious resolution of written complaints.	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud.	73%	73%	80%
Accountable and effective governance of the Office of the Military Ombud.	Percentage of the Military Ombud accountability documents submitted in accordance with National prescripts.	100%	100%	100%



**OFFICE OF THE MILITARY OMBUD
ANNUAL ACTIVITY REPORT FY2020/21**

Table 5. Overview of Performance – AOP Level

Performance Indicator	Annual Target as per APP	Performance								FY2020/21 Annual Performance Pre-Audited	Achievement/Reason for Deviation/Corrective Action/Planned Management Intervention
		Qtr 1 Target as per AOP	Qtr 1 Output - Validated	Qtr 2 Target as per AOP	Qtr 2 Output - Validated	Qtr 3 Target as per AOP	Qtr 3 Output - Validated	Qtr 4 Target as per AOP	Qtr 4 Output - Validated		
a	b	c	d	e	f	g	h	i	j	k	l
Strategic Outcome 1: Fair, economical and expeditious resolution of written complaints											
Percentage investigation and resolution of simple complaints bi-annually.	75%	75%	-	37.5%	60.8%	-	-	75%	82%	82%	Achieved
Percentage investigation and resolution of complex complaints annually.	70%	-	-	-	-	-	-	70%	70%	70%	Achieved
Percentage investigation and resolution of carry over complaints.	75%	18.75	6.1%	37.5% (18.75%)	20.86%	56.25% (18.75%)	22%	75% (18.75)	82%	82%	Achieved
Percentage Compliance with R&D Plan.	80%	20%	20%	20%	20%	20%	20%	20%	20%	80%	Achieved
Percentage of timely effective and efficient legal services provided to the office.	70%	70%	79%	70%	74%	70%	82%	70%	87%	80%	Achieved
Percentage Compliance to the Communication Plan.	100%	100%	72%	100%	94%	100%	86%	100%	50%	75.5%	Non achievement as some of the events that the Office planned for did not occur due to Covid-19 pandemic.
Strategic Outcome 2: Accountable and effective governance of the Office of the Military Ombud											
Percentage Compliance to the Support Plan ¹ .	100%	100%	77%	100%	76.6%	100%	82%	100%	83%	80%	Non achievement as some of the events that the Office planned for did not materialise/take place due to Covid-19 regulations.
Percentage Compliance to Implementation of GRC Framework	100%	100%	20%	100%	30%	100%	40%	100%	40%	32.5%	As a new indicator recently introduced and still in process of implementation and institutionalisation.

¹ This indicator includes the following functional areas:

- HR which annual target was set at 95% and 91% was achieved
- PSP which annual target was set at 90% and 87% was achieved
- ICT which annual target was set at 95% and 78% was achieved
- Fin which annual target was set at 97.5% and managed to achieve 95.1%
- Log which annual target was set at 95% and 78% was achieved
- FSRM addressing two (2) sub-indicators namely OHS and security. This environment managed to achieve 96% and 54% respectively.



PART C: OPERATIONS

STATISTICAL OVERVIEW OF CASES

During the 2020/21 financial year, the Office of the Military Ombud (the Office) had a caseload of **445** complaints which is made up of **297** new complaints that were received in the year and **148** complaints that were carried over from the previous financial year. A total of **357** complaints were finalised. This represents an **80%** resolution rate.

Achieving an **80%** resolution is a key highlight in the performance of the Office in this financial year. The annual performance target of **73%** resolution rate was exceeded.

Table 6. Statistical Overview of Cases.

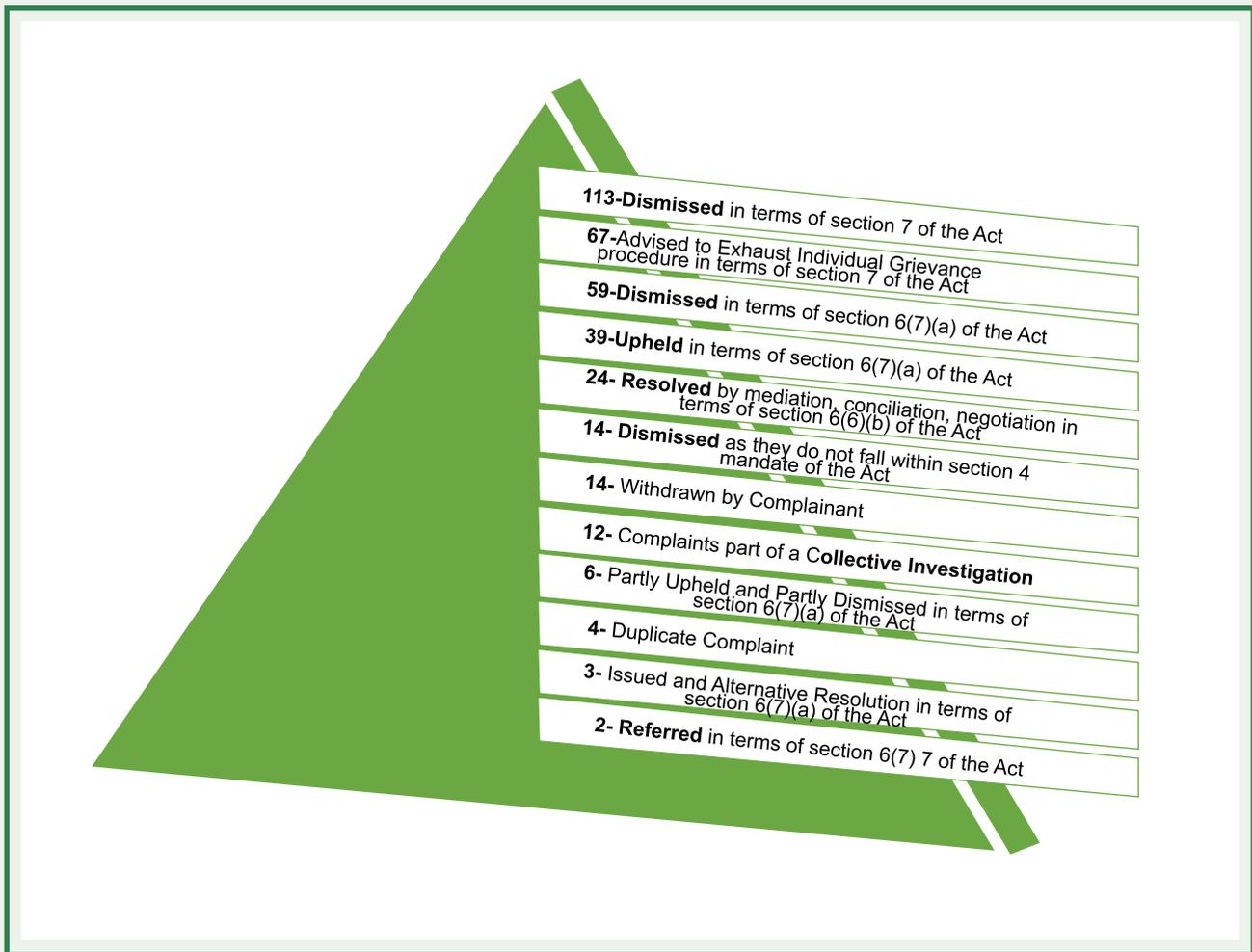
Financial Year	Total Carried Over Cases	Total Cases Received in the FY	Total Caseload	Total Finalised	Active Cases at FY End
a.	b.	c.	d.	e.	f.
FY2012/13	0	307	307	117	190
FY2013/14	190	301	491	219	272
FY2014/15	272	279	551	318	233
FY2015/16	233	250	483	365	118
FY2016/17	118	310	428	236	192
FY2017/18	192	607	799	664	135
FY2018/19	135	390	525	246	279
FY2019/20	279	308	587	439	148
FY2020/21	148	297	445	357	88

In the year under review, the Office recorded a minor decline in the average intake of new complaints per month. The average intake per month in 2020/21 financial year was approximately 25 compared with the average monthly intake of 27 in the previous financial year. Although the average monthly intake decrease is not that significant, the National Lockdown that was implemented in March 2020 may have had a possible effect in the slight decline.

Another key performance milestone that is worth highlighting is the fact that the Office managed to reduce the number of carry-over complaints to 88. This is the first time in 9 years that the Office has a carry-over of complaints that are below 100 as reflected in Table 6 above.

The finalisation of the investigation in terms of section 6 (11) of the Military Ombud Act 4 of 2012 into the official conduct of the members of the South African National Defence Force in relation to their interaction with the Khosa Family and other members of the public in Alexandra, in record time, given the complexity and high profile nature of this matter, was a significant achievement for the Office.

Figure 6: Manner of Finalisation



Age Analysis of Carry-Over Complaints. In terms of section 3 of the Military Ombud Act the objective of the Office is to investigate and ensure that complaints are resolved in a fair, economical and expeditious manner. In furtherance of this key legislative imperative, improvement in the speed within which complaints are dealt with as well as the overall improvement in the complaints handling and investigation turn-around times, was a critical focus area for the Office during the year under review. The Office thus made great strides in achieving an **82%** reduction of the carry over complaints thereby decreasing the overall total number of complaints older than a year.

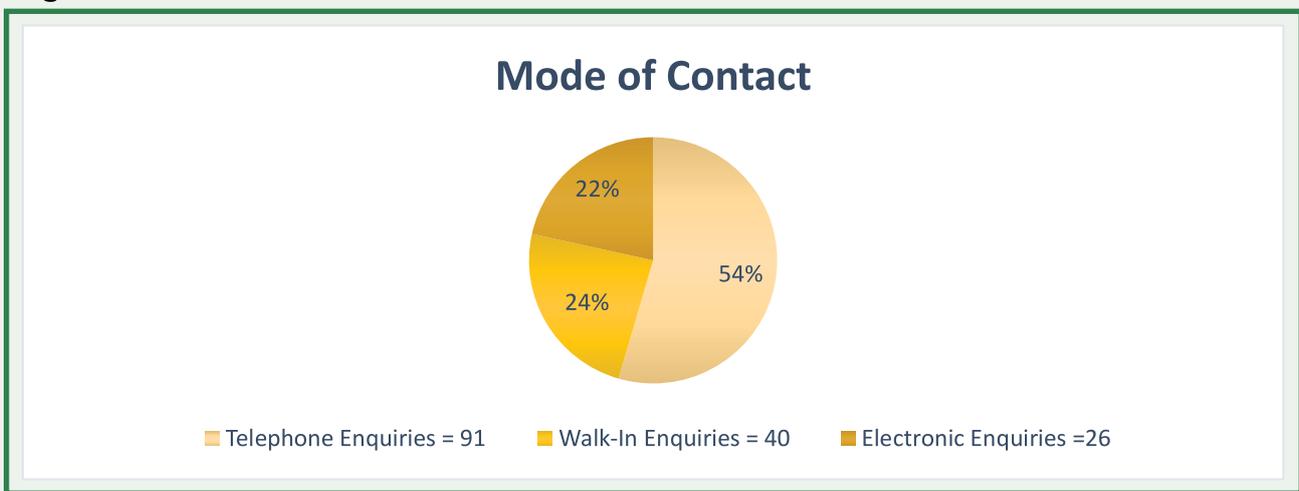
Figure 7: Number of Carried Over Complaints per Financial Year



Analysis of Complaints Received in FY 2020/21. In the year under review, a total of **297** new complaints were received as compared to the **308** new complaints received in the 2019/20 financial year. This represents a slight decrease of **3.5%** in the number of complaints that were lodged with the Office.

How Complainants Accessed the Office (Mode of Contact). Whilst in terms of section 6 (2) of the Military Ombud Act, read with the Military Ombud Complaints Regulations, Complainants must lodge complaints in writing on a Prescribed Complaints Form, the Office has opened various modes of contact as a way of promoting accessibility. In addition to the traditional methods of posting and faxing complaints, Complainants can also “Walk-In”, contact the Office via Telephone as well as through electronic medium such as email. During the Financial Year 2020/21 Complainants made a number of Walk-In, Telephonic and electronic enquiries as shown in the figure 8 below.

Figure 8. Mode of Contact



Nature of Complaints. Of the **297** new complaints that were lodged with the Office during the year under review, **212** were lodged by members of the SANDF concerning their conditions of service. The Office experienced a sharp increase in the complaints that were lodged by members of the public relating to the conduct of the SANDF members in comparison to the previous financial years. These may have occurred as a result of the deployment of members of the SANDF, who were meant to assist in the enforcement of Lockdown Regulations in late March 2020.

The category of 'Other Complaints' relate to those complaints that fall outside the mandate of the Office. At **71%** of the total complaints lodged, SANDF service conditions complaints thus constitute the highest number of complaints.

Figure 9. Nature of Complaints

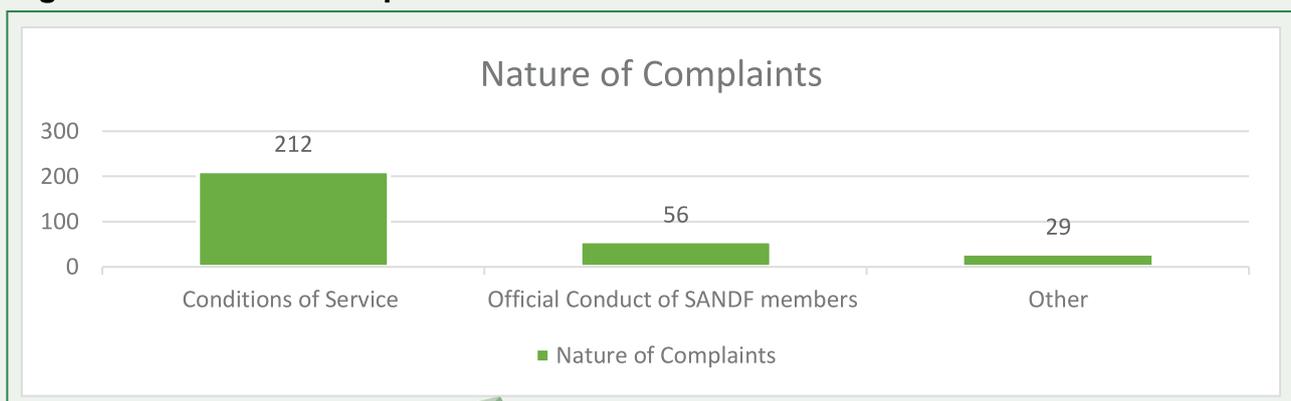


Table 7. Number of Complaints Submitted as per the Mandate of the Office

Category	Received In 2020/21	Carry over as at 31 March 2021
a.	b.	c.
Official Conduct of Member of SANDF	56	17
Service Benefits e.g. funeral, pension, medical aid etc.	48	12
Service Termination	46	19
Utilisation, Placement, Deployment and Transfer	40	11
¹ Other	29	5
Remuneration e.g. incorrect salaries, OSD etc.	20	7
Working Environment and Victimization	19	2
Promotion, Demotion and Career Intervention	16	9
Grievance, Grievance Procedure and Disciplinary Measures	16	4
Education, Training and Development	5	1
Appointment and Appointment Procedures	2	1
Total	297	88

Profile of Complainants. Complaints from current members of the SANDF constitute the highest number of the matters that were lodged with the Office during 2020/21 financial year. The **123** complaints from current members' amount to **41%** of the total new complaints received. Complaints from former members remain the second highest at **90** which constitutes **30%** of the new complaints lodged. The Office also recorded a significant increase in the number of complaints lodged by members of the public. These were **84** which amounts to **28%** of the total **297** complaints lodged during the period under review.



¹ The Complaints recorded under 'Other' range from complaints about lack of enforcement and non-compliance with Lockdown Regulations, complaints about military veterans' benefits, other conditions of service as well as those that fall outside jurisdiction of the Office

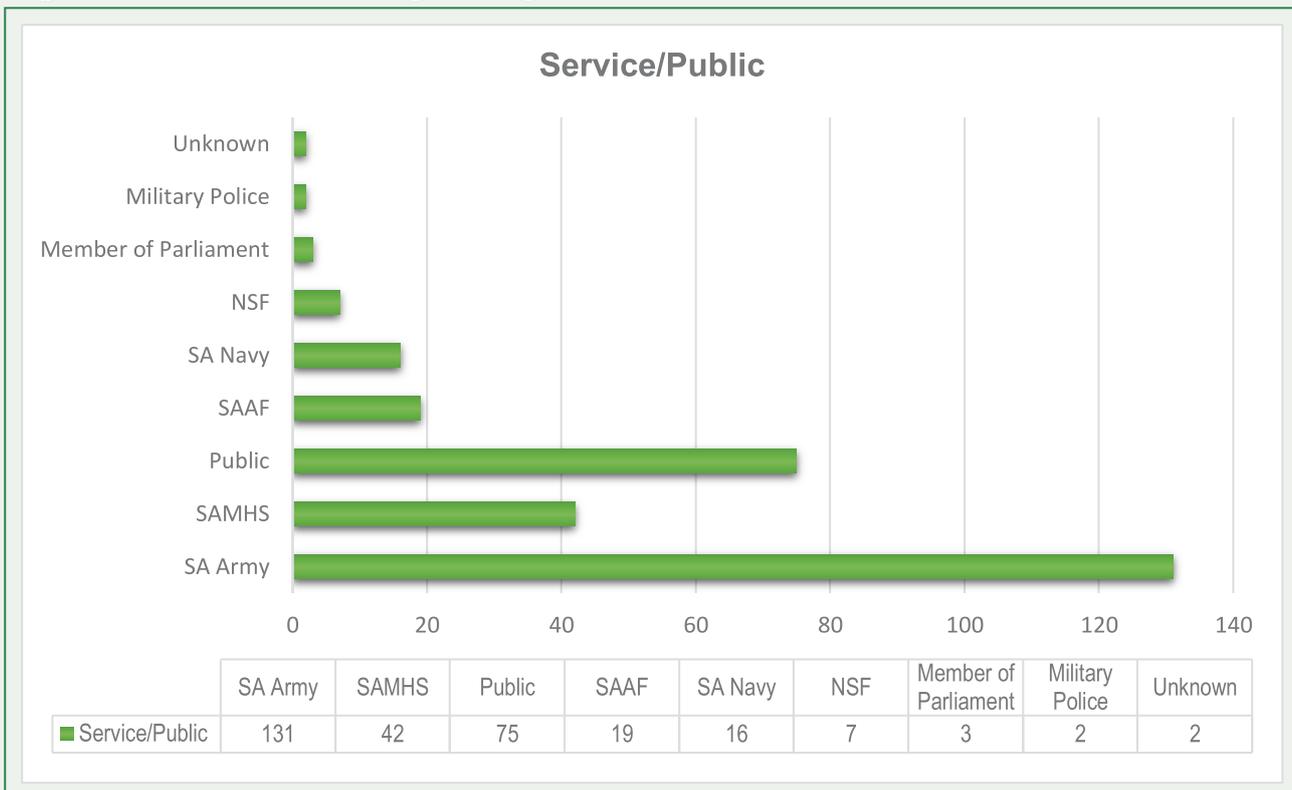
Table 8. Complaints by Current Members of the Defence Force by Rank

Rank Levels	Number
a.	b.
Generals/ Flag Officers	0
Senior Officers	17
Officers	19
Warrant Officers	16
NCO's	50
Other Ranks	21
Total	123

Table 9. Number of Complaints by Former Members of the Defence Force by Rank

Rank Levels	Number
a.	b.
Generals/ Flag Officers	0
Senior Officers	12
Officers	4
Warrant Officers	8
NCO's	26
Other Ranks	34
Ranks Not Stated	6
Total	90

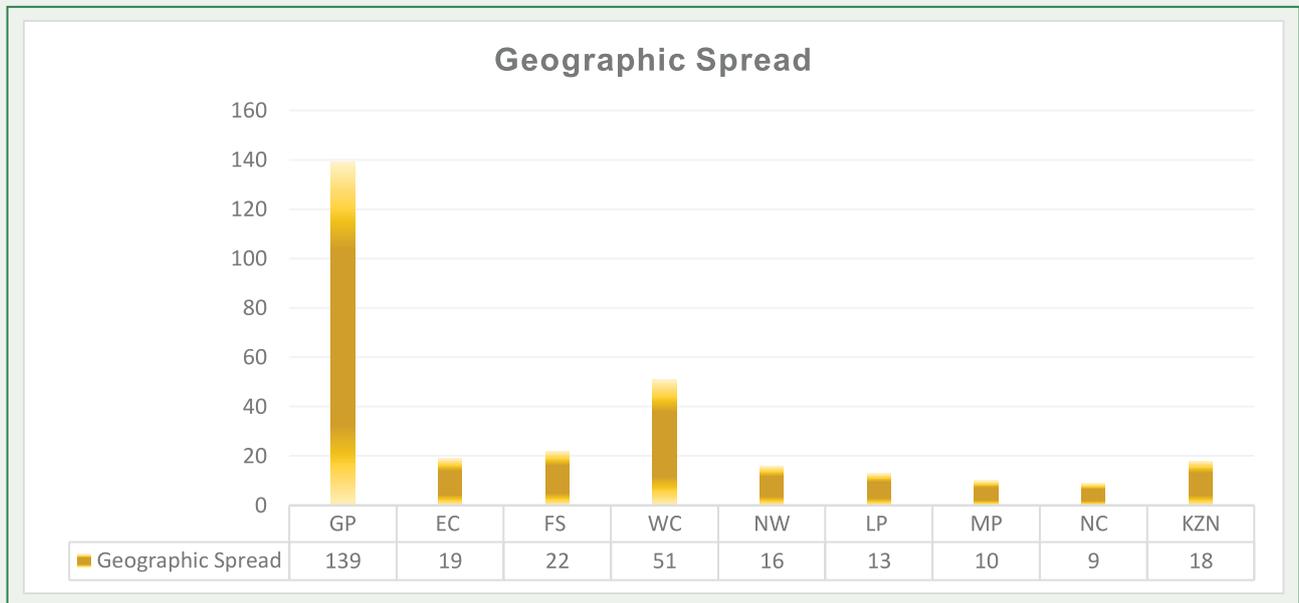
Figure 10:² Number of Complaints per Service / Members of the Public for FY2020/21



² The abbreviation NSF stands for Non-Statutory Forces

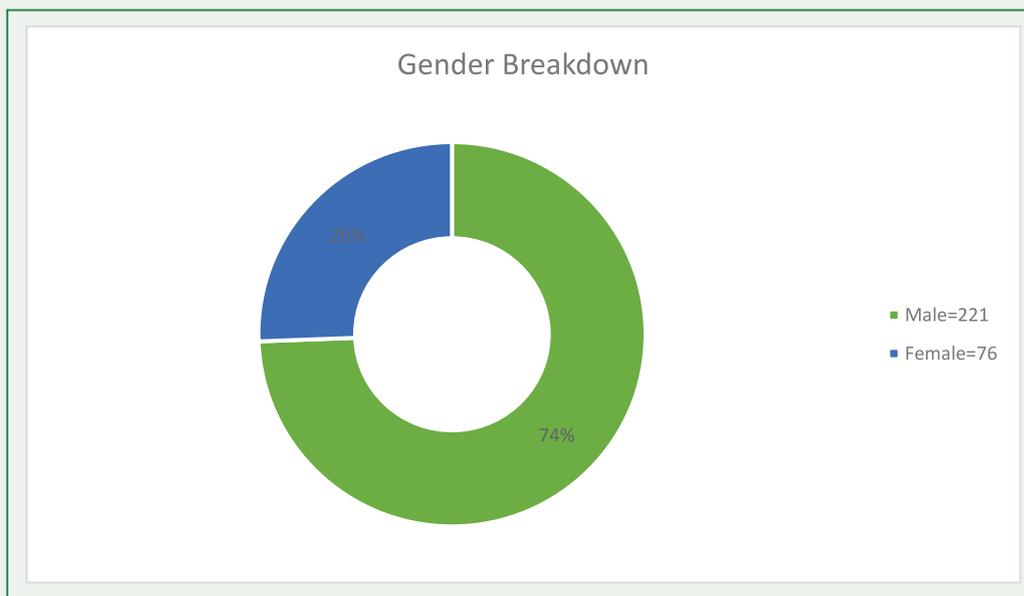
Geographic Spread. Complaints from Gauteng still registered the highest at **47%** followed by Western Cape at **17%**. The remainder is spread across all the other provinces as shown in the below figure.

Figure 11. Geographic Spread



Gender Breakdown. The Office still recorded a high number of complaints from males which accounts to **74%** of the total **297** complaints lodged. Those from female amounts to **26%**. This trend is consistent with the statistics of previous financial years and appears to be in accordance with the gender demographics within the SANDF. The gender breakdown of complaints received during the year under review is as follows:

Figure 12. Gender Breakdown



RESEARCH & DEVELOPMENT (R&D)

The Research and Development Unit's key performance areas are to:

- Contribute to the professional development and excellence of the Office,
- Increase the understanding, visibility and development of the mandate of the Office,
- Support and influence policy making for the Office, and
- Effective and efficient management of the Research Centre.

The unit was expected to achieve **80%** compliance with the Research & Development plan. The overall R&D performance is **80%** and thus the financial year target, as captured in the Annual Operational Plan (AOP) was met.

In light of this the cumulative summary of key activity highlights include the commissioned partnership Stakeholder Perception Survey between the Office and SIGLA-Stellenbosch University. The objective of the survey was to assess stakeholder perception, gather relevant input on service delivery and improve the service of the Office. The survey will enhance the repositioning of the Office, better the Office's internal systems, public relations and improve public trust and confidence. In summary, a number of key recommendations were made arising from the survey which is geared towards bolstering the Office's service levels in the area of complaints, outreach and awareness as well as general improvement in the perception concerning the Office's independence.

Given that the complaints handling and investigation environment is dynamic and forever evolving, new innovative ways and methods of resolving complaints expeditiously needs to be found. In order to address this the R&D environment tabled various research briefs and best practices that were benchmarked locally and internationally. These are amongst others, reports on systemic issues arising from complaints lodged with the Office, how to deal with Unreasonable Conduct of Complainants, trend analysis of complaints and implications for the Office, International reports to the International Ombudsman Institute (IOI) and sharing best practices. The objective of these reports are geared to identify operational gaps and further improve the complaints handling mechanisms within the Office.

The nature, scope and capacity of the R&D environment is demonstrated in the drafting of thematic papers presented at, amongst others, the International Conference of Ombuds Institutions for the Armed Forces (ICOAF). Given the impact of COVID-19, the Office managed to deliver a virtual thematic paper on how it conducts business in the midst of the pandemic. Such papers help enhance the understanding and visibility of the Office.

The first step taken in resourcing the Research Centre with reading material was another key milestone that was achieved in the reporting year. The research materials will certainly go a long way in strengthening the institutional capacity and knowledge management within the Office.

COMMUNICATIONS

The 2020/21 financial year proved to be a unique one in terms of how we promoted the Office and made awareness to the diverse identified stakeholders. The Office planned **313** initiatives for the following outputs:

- Stakeholder Relations Management,
- Internal and External Communications,
- Outreach Programme,
- Events Initiatives,
- Corporate Identity by means of Brand Management, and
- International Relations Initiatives.

The recorded achievement of outputs versus the planned outputs were **237**. The detail of achievements versus the planned outputs per communication function are described below.

Stakeholder Relations Management. Stakeholder collaboration has indeed bolstered the profile of the Office in a positive light.

The Office aims to strengthen relations between the Office and the Department of Defence and Military Veterans, Regional and International bodies and members of the public in order to reinforce mutual understanding and cooperation. Furthermore, the Office aims to expand awareness of its mandate by augmenting the existing outreach programme by proactively reaching out to the members of the public.

The Office represents a link for the public, current and former members of the SANDF to lodge complaints that relate to conditions of service. It is also essential to work with other human rights organisations and collaborate with other government institutions in order for the Office to reach a broader diverse audience.



Table 10. Internal Stakeholder Interaction Planned versus Achieved Financial 2020/21

Stakeholder	Date	Event	Outcome
a.	b.	c.	d.
Internal Newsletter	June 2020 December 2020	Platform used to communicate achievements in the Office	Not Achieved
Military Ombud Staff Communications Sessions	June 2020 September 2020 30 October 2020 25 November 2020 26 March 2021	Platform used by the Military Ombud to communicate strategic and operational matters with staff members.	The communication session planned for June and Sept 2020 did not materialise however, all of the other sessions did take place.
Heritage Day Celebration	23 - 25 September 2020	As part of celebrating Heritage Day staff members were encouraged to come to work wearing traditional attires. Wednesday and Friday were declared braai days during lunchtime. To add camaraderie to the event during the National Lockdown, a competition was run where a male and female who represented their cultures through traditional attires were identified and the winners were announced during the Annual Military Ombud Employee Recognition Awards.	Achieved
Annual Military Ombud Employee Recognition Awards	04 December 2020	Employee Recognition Awards was held in December 2020. The event celebrated employees who went beyond the call of duty and achieved exceptional performance in the following key aspects: <ul style="list-style-type: none"> ● High standards of work performance. ● Excellent client relations. ● Living by the values of the Office. ● Noteworthy operation or support efforts. ● Walking an extra mile. 	Achieved

Table 11: External Stakeholder Interaction Planned versus Achieved FY2020/21

Stakeholder	Date	Event	Outcome
a.	b.	c.	d.
SIGLA	16 April 2020 07 May 2020	Preparation for the perception survey to be undertaken at identified military bases in the country in order to gauge understanding of the mandate of the Office by stakeholders in the SANDF who form a large proportion of our key stakeholder.	Achieved
PCD	17 June 2020 28 Oct 2020 19 February 2021	The Office were requested to appear a number of times before the PCD. All presentations made addressed the accountability documents and status of complaints.	Achieved
IPID	05 June 2020	Discussion of outreach programme collaborations.	Achieved
DFSC	10 August 2020	Discussion with the Communications Officer on joint outreach programmes.	Achieved
SAHRC	26 August 2020	Engagement with the Military Ombud on strategic issues as well as collaboration on the outreach programme.	Achieved
Musina Local Municipality	24 November 2020	Outreach programme collaboration discussion	Achieved
Nkomazi Local Municipality	24 November 2020	Outreach programme collaboration discussion	Achieved
Border Management Agency - Beitbridge	10 December 2020	Outreach programme collaboration discussion	Achieved
Border Management Agency - Lebombo	14 December 2020	Outreach programme collaboration discussion	Achieved
Border Management Agency – Golela	07 – 14 December 2020	Outreach programme collaboration discussion	Not Achieved

Outreach Programme. The outreach programme annual plan for FY2020/21 was not implemented extensively as envisaged due to COVID-19 restrictions imposed in the country and globally. The 1st quarter was challenging as a result the outreach programme that was conducted was through an invitation by SA War College, Pretoria. In the financial year under discussion, the key elements of the outreach plan were to implement a campaign focusing on creating awareness about the mandate of the Office to the members of the public. The strategy was to implement **72** outreach events through partners with the government and other institutions including conducting activations in various public events and spaces. Only six (6) events were achieved of which two (2) were internal events.

In the 3rd quarter, COVID-19 restrictions were relaxed and the Office was able to conduct presentations in Limpopo and Mpumalanga where the Office representatives also met with Musina and Nkomazi Municipality Managers to discuss areas of collaboration. The plan to implement a public awareness campaign at the Ports of Entry was also activated. The Office visited Beitbridge and Lebombo Ports Managers to discuss the approach to the campaign. The campaign activations were going to be conducted in January 2021 but were postponed due to the re-introduction of COVID-19 restrictions.

In view of the restrictions, the Office has been implementing a media relations led strategy to educate the South African public at large about the mandate of the Office.

External Communications. The Office has released media statements to educate members of the public on the operations of the Office and received extensive media coverage in the 1st and 2nd quarters of the financial year and this generated a few media interviews for the Office. Advertorials in different community newspapers were also published to further educate members of the public.

The Military Ombud, Lt Gen (Ret) V.R. Masondo and other senior managers were interviewed on how the Office can assist the public and members of the SANDF during the lockdown period, the Military Ombud was interviewed on SABC Morning Live, Jacaranda FM and Newzroom Afrika, Director Investigations, Mr. Velile Jonas was interviewed on Ligwalagwala FM, and Director Intake, Mr. Johann Behr on Jacaranda FM.

During the 3rd Quarter when lockdown restrictions were relaxed, the Office was also able to have interviews with community radio stations such as the Barberton FM and Energy FM after conducting outreach programmes in Nelspruit, Barberton, Mpumalanga, Limpopo (including Nkomazi) and Musina Municipality. This was done to inform members of the public about the work and existence of the Office. The Office also noticed an upsurge on the number of inquiries received through social media platforms. The Business WhatsApp that was created by the Office at the onset of the lockdown, seems to be more popular for those with inquiries and members who want to verify the status of their complaints.

The Communications Directorate planned for **58** external communication interventions during the financial year and achieved **41**.

Table 12. 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.
Gauteng	South African National War College	1				29 May 2020
Limpopo	Makhado Air Force Base Limpopo			1		26 November 2020
Mpumalanga	Army Support Base, Mpumalanga			1		25 November 2020
	Botha Regiment Mpumalanga			1		26 November 2020

Table 13. Number of Military Units Visited Per Province

Province	Number of Outreaches
a.	b.
Gauteng	1
Limpopo	1
Mpumalanga	2
Total	4

Internal Communications. The pandemic also brought its own challenges when it comes to seamless communications with staff members as people were working remotely. The Office used its newsflashes to communicate with staff members so that they can be abreast with current activities. The internal communication via email proved to be a pivotal tool to disseminate information. The Office planned for **120** internal communication interventions during the financial year and achieved **145** interventions.

Brand and Reputation Management. The perception people have of an organisation is closely linked to its brand. In the reporting year, it became increasingly important to manage and raise awareness about the brand of the Office of the Military Ombud during the COVID-19 pandemic. Branding and reputation management thus played a significant role in how stakeholders perceived and dealt with the Office.

Outreaches, press releases and media briefings were activated to shape and protect the image and perception of the Office as well as to raise awareness of the functions and duties of the Military Ombud. The rationale of this public relations exercise was to create and promote brand trust. The brand identity and corporate branding depicted in newspaper advertisements, social media platforms, promotional and marketing material distributed during outreaches helped to translate and convey the mandate of the Office to stakeholders and the general public. This is critical to improve perception, manage negative sentiments, inform stakeholder opinion and profile complainant engagements.

In order to create and instill a favorable impression and reputation of the Office amongst the organisation's stakeholders, information was constantly updated and uploaded on the Military Ombud website and social media pages. This fostered brand loyalty and reduced site abandonment. The Office also established a “WhatsApp” number to interact with stakeholders as an integral part of brand reputation management. This ensured all queries and complaints were handled in an appropriate and timeous manner and it provided a great platform for the organisation to be accessible, personable and stakeholder focused. Ultimately, this led to the production of lead-generating content across an array of military formations that raised awareness about the brand and its benefits.

Furthermore, staff members were rewarded for their achievements in the past year through the issuing of certificates and trophies to the most deserving individuals and organisational units during the Employee Recognition Awards ceremony held annually, thereby instilling a brand culture within the organisation. All these activities attributed towards the brand positioning of the Office with all relevant stakeholders.

The communications environment planned for **36** branding initiatives during the financial year and achieved **29** interventions.

International Relations. The intention of the Office of the international relations service is to build enhanced and fruitful relationships with international stakeholders. International relations collaborations has strengthened the profile of the Office in a positive way.

The Office represents a link for citizens in uniform, out of uniform and the public at large in order to resolve complaints lodged in writing concerning the official conditions of services and as such it is essential for the Office to work with like-minded bodies concerning human rights of all citizens who are the targeted market.

The Office continues to be a member of AOMA as well as DCAF and was admitted to the IOI as an international as well as regional member. The directive of these organisations continues to augment joint efforts to promote good governance, rule of law and human rights as a co-operatively in Africa and globally through knowledge sharing interactions.

This year, however, due to COVID-19 which has posed numerous challenges and has made it extremely difficult and has had negative implications that affected the Office of the Military Ombud physical international outreach programme. In order to promote the core business the Office mitigated this impact through business engagements by participating through Virtual Platforms. This action has proved beneficial and maximised dialogue with international stakeholders.



In the midst of global travel restrictions imposed by the impact of COVID-19, the Office meaningfully engaged in virtual meetings in order to carry out its operational business and meet its international awareness initiatives. The plan to conduct at least 4 international engagements was not realised as a result only one (1) achievement was effected virtually with active participation from the Office, namely:

- 12ICOAF Virtual Conference 27-29 October 2020. The SA Military Ombud presented a paper on the topic *“IMPACT OF COVID-19 ON THE ARMED FORCES”*. The Military Ombud (MO) together with Deputy Military Ombud (DMO), Chief Director Operations (CD Ops), Directors and Members from the Operations environment participated actively in various breakout groups during the virtual conference. Participation at this virtual conference ensured that the Office, shared knowledge, learn from other Ombudspersons and draw upon lessons learned concerning COVID-19 from the 12ICOAF worldwide participants.

Increased use of online means worldwide has enhanced the ongoing activity of the Office. The Office participated in the following virtual engagements:

- Geneva Centre for Security Sector Governance (DCAF) Foundation Council. The DCAF Foundation Council meeting scheduled to take place in June 2020 was conducted by correspondence and as such the Office participated by voting to adopt decisions on the following matters through a written vote:
 - Approval of minutes of the Council meeting held on 26-29 November 2019;
 - Appointment of the new President of the Council;
 - Appointment of new Council Members representing, Austria, Ghana, Mongolia, Spain, Tunisia and Ukraine;
 - Extension of the mandate of DCAF's Director until 30 June 2024;
 - Approval of DCAF's Performance report for 2019;
 - Approval of DCAF's Financial statements for 2019;
 - Approval of Auditors' report for 2019; and
 - Approval of DCAF's strategy for 2020-2024.



DCAF Foundation Council meeting scheduled to take place in November 2020 were conducted by correspondence and as such the Office participated by voting for approval on the following matters through a written vote:

- Report from the last Council meeting;
 - Appointment of new Council Members;
 - Appointment of new Bureau Members;
 - Approval of DCAF's Annual Work Plan for 2021; and
 - Approval of DCAF's Annual Budget for 2021.
- African Ombudsman and Mediators Association (AOMA). The Office attended the following virtual events hosted by AOMA:
- 14 August 2020 – Report Writing Skills.
 - 28 & 31 August 2020 – Celebrating Women Ombudsman.
 - 27 October 2020 – Celebrating Ombudsman's Month: Ombudsman Under Threat.
 - 26 November 2020 – Dealing with the Media.
- International Ombudsman Institute (IOI). Members within the Office attended the following events hosted by IOI:
- 16 November 2020 - 11th Assembly and Seminar of the Institute of Latin American Ombudsman
 - 19 November 2020 – IOI Remote Media Training.
 - 24 November 2020 – COVID-19 and the Ombudsperson: Rising to the Challenge of a Pandemic. Office of the State Comptroller and Ombudsman of Israel.



LEGAL SERVICES

The Legal Services environment continued to provide effective and efficient legal services to the Office. The environment drafted its first draft of the Military Ombud Amendment Bill and further consultations with relevant stakeholders within the DOD will determine finalisation of the draft for purposes of the legislative amendment consultative process.

Litigation managed in this financial year continued to range from applications instituted by complainants in the High Court either seeking orders against the Minister of Defence and Military Veterans for the implementation of the Military Ombud's findings and recommendations or applications to review and set aside the Military Ombud's findings and recommendations. These matters remain pending before the High Court and there are no judgements against the Military Ombud to report.

The Office has been listed as a National Preventative Mechanism (NPM) in terms of the Optional Protocol to the Convention against Torture and other Cruel, Inhuman and Degrading Treatment or Punishment (OPCAT), which was ratified by South Africa in 2019. It is therefore a member of the NPM Steering Committee in an effort to ensure it complies with its obligations in terms of the OPCAT. The SAHRC as the designated custodian of the implementation of SA's obligations under the OPCAT has consulted with all designated NPM's on the draft NPM Bill as part of its phase 1 consultative process. The NPM Bill legislates the requirements of the NPM's as per the OPCAT.

The legal services environment has further contributed to the enhancement of complaints handling through the provision of legal opinions, legal reviews of investigation reports and the management of stakeholder relations through Memoranda of Understanding (MOU) and Service Level Agreements (SLA). While these MOU's and SLA's are being continuously reviewed for effectiveness and efficiency, new agreements were entered into or identified to ensure significant stakeholder relationships are formalised and sustained.

Table 14: Memorandum of Understanding (MOU's)

Stakeholder a.	Status b.
CSANDF / SecDef	Agreement
Military Academy / University of Stellenbosch	Agreement
Department of Military Veterans	Agreement
Public Service Commission	Agreement
The Health Ombud	Agreement
Public Protector SA	Agreement
SA Human Rights Commission	Agreement / In Review
Defence Force Service Commission	Agreement / In Review
Western Cape Police Ombud	Agreement
Independent Police Investigation Directorate (IPID)	In Progress
South African Local Government Association (SALGA)	In Process

PART D: CASE STUDIES

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
1	Official Conduct	<p>The Office of the Military Ombud received a complaint from a Member of Parliament regarding the alleged involvement of SANDF members in the death of a man in Alexandra. The Office also received various emails of what appeared to be a public campaign with the #Justice for K... Pursuant to this, the Minister of Defence and Military Veterans assigned the Military Ombud, in terms of section 6(11) of the Military Ombud Act 4, 2012 to conduct an investigation into the conduct of the members of the SANDF in relation to their interaction with the deceased's family and other members of the public in Alexandra.</p> <p>Members of the SANDF who were deployed to enforce the Lockdown Regulations in Alexandra were alleged to have conducted various acts of misconduct such as, inter alia, entering the deceased's family home, conducting illegal search and seizure, confiscation of alcohol, assault on the deceased, family members and some neighbours, confiscation of cell phones and destruction of video footage.</p> <p>The investigation involved, amongst others, conducting interviews with members of the SANDF, SAPS, JMPD as well as members of the deceased family, tenants at the deceased residence and neighbours.</p> <p>The Military Ombud found against members of the SANDF for having acted improperly in their interaction with the deceased's family, neighbours and other members of the public in Alexandra.</p>	<p>The complaint was upheld and it was recommended that appropriate disciplinary action be taken against the SANDF members who were responsible for the misconduct.</p>

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
2	Official Conduct	<p>The Office received a complaint from a taxi owner in Eldorado Park, who alleged that on 29 April 2020, her minibus taxi was involved in a motor vehicle accident with a military truck, with a vehicle registration number BKY xxx M. She alleged that the minibus was transporting passengers to work in the morning around 04:50 when the military truck skipped a red robot and collided with her taxi. The driver of the minibus taxi was allegedly injured along with five other passengers. Her minibus taxi was thereafter written-off. The insurance company settled an amount of approximately R208 000 being the balance on the vehicle and also paid her approximately R47 000.00 being the difference of the insured amount. She alleged that the write-off, of her vehicle set her back by another 3 years, as she was almost done with the instalment on the vehicle.</p> <p>The relief sought by the Complainant was for her and her driver to be compensated for loss of income. She also wanted the SANDF members who are responsible for this incident to be held accountable.</p> <p>The investigation by the Military Ombud found that a Board of Inquiry (BOI) is currently being conducted by the SANDF to investigate the circumstances that led to the vehicle accident. The outcomes of the BOI will determine what action should be taken. The investigation also found the Defence Act 42 of 2002 does not provide for claims of loss of income by civilians caused by the action(s) of a SANDF member. It only provides for injuries sustained by a member during training or service.</p>	<p>It was recommend that the SANDF provide the Complainant with the outcomes of the Board of Inquiry (BOI). The Complainant was also advised to approach the Road Accident Fund (RAF) and/or institute civil action for recourse.</p>

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
3	Official Conduct	<p>The Complainant, a member of the public involved in the tender business reported that the Department of Defence (DOD) failed to pay him for the goods delivered. He was awarded a tender to deliver certain goods to the DOD at its Head Office in Pretoria, Armscor Building.</p> <p>The investigation revealed that the Complainant received a tender document from the SANDF Procurement Department to supply and deliver certain goods to Armscor Building, corner of Delmas Avenue and Nossob Street. The tender document and the whole transaction was concluded via telephone calls and e-mail correspondence. He proceeded to procure and supply the goods as per the deal.</p> <p>According to the Complainant, the goods were delivered to the correct address and a certain lady received the goods and signed the delivery note. The signature on the delivery note was allegedly that of the same lady who sent him the tender document and she is also the only person he communicated with. When he phoned to enquire about payment, he was referred to the Finance Division, however, the telephone number given to him did not work. He began to get worried and decided to approach the Office of the Military Ombud.</p> <p>It was established that no member of the Defence Force was involved in the transaction and the lady who has been communicating with the Complainant is not a member of the Defence Force, nor does she work for the DOD (Procurement Division). It was further established that the documents exchanged by the Complainant and the particular lady are not the same as the documents used by the DOD's Procurement Division. The telephone number and e-mail address used also did not correspond with the e-mail addresses used in the DOD.</p>	<p>The Office determined that the Complainant was a victim of a scam and advised him to open a criminal case with the South African Police Services.</p>

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
4	Non-Payment Of Service Benefits	<p>The Office conducted an investigation into allegations of non-payment of service benefits by the Regular Force Medical Continuation Fund (RFMCF).</p> <p>The Complainant was a member of the public acting on behalf of her late husband who was a former member of the SANDF. In her complaint, she alleged that her husband joined the SANDF on 01 January 1989 and resigned after thirty (30) years' service, ending his career at the end of January 2018. When her husband resigned in 2017 he indicated in the termination documents that he does not wish to continue with the Permanent Force Medical Fund, therefore, he requested that he be refunded all his monies. According to her the Regulations provided that pay-out will be after 30 to 60 days after the last day of ending his career.</p> <p>Her husband passed-on in a vehicle accident on 01 July 2018 and by then his PF Medical Funds were not refunded as yet. At the beginning of April 2019 she contacted the HR Offices of the Defence Force in Pretoria and was provided with documents to complete which she did and submitted to them accordingly. However, she never received any feedback from neither the SANDF nor the RFMCF.</p> <p>As a relief, the Complainant requested to be paid the refund of the RFMCF owed to her late husband. Alternatively, she asked to be covered under the PF Medical Fund in order to access the medical benefit.</p> <p>The investigation found that an amount of R28 000 had actually been paid on into her late husband's bank account on 17 December 2018 by RFMCF.</p> <p>The Complainant also confirmed receipt of the payment after consulting the bank and the RFMCF.</p>	<p>The complaint was recorded as resolved in terms of section 6(6)(b) of the Military Ombud Act 4.</p>

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
5	Remuneration	<p>The Complainant is a member of the South African Air Force (SAAF) and is currently stationed at the SAAF, 68 Air School. In his complaint, he indicated that he lodged a dispute with regards to his Performance Management Development System (PMDS) incentive for the FY2019/2020. A recommendation was made by the 68 Air School Moderation Committee, that he be considered for a performance bonus incentive. However, the Complainant asserts that his name was unilaterally removed by a Senior Officer at the Unit.</p> <p>The Complainant asserted that the PMDS guidelines were disregarded and the process was discriminative. He further maintains that he has since lodged a grievance with regard to his predicament, however, his matter remains unresolved. His complaint pointed to systemic problems inherent in the grievance system in that he lodged a grievance on 09 July 2019. His matter was escalated to the SAAF Air Command on 06 August 2019 but the grievance was not resolved.</p> <p>He sought for the Office of the Military Ombud to investigate why he was not paid a performance bonus as recommended by the Moderation Committee as well as the undue delay in dealing with his grievance.</p> <p>After investigating the matter the Military Ombud did not find any merit in respect of the complaint regarding Performance Incentive, but upheld the complaint regarding non-compliance with the Individual Grievances Regulations (IGR), 2016. The complaint was partly dismissed and partly upheld. It was recommended that the CSANDF should direct the Chief of the SA Air Force to put measures in place to ensure compliance with the Regulations.</p>	<p>The complaint was partly dismissed and partly upheld. It was recommended that the CSANDF should direct the Chief of the SA Air Force to put measures in place to ensure compliance with the Regulations.</p>

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
6	Incorrect Capturing of Transfer Date	<p>The Complainant alleged that he joined the South African Defence Force (SADF) in 1987 and became a Regular Force member in 1993. He requested an inter Arms transfer from the South African Army Infantry Formation (SA Inf Fmn) to the South African Army Signal Formation (SA Sig Fmn), which was approved. He later found that an error was made with regard to his transfer from the SA Army Infantry Formation to the SA Army Signal Formation to reflect an incorrect date of transfer. There was a difference of at least three (3) years and nine (9) months between the actual date of transfer and the incorrectly captured date. Over the years the Complainant requested to be promoted, but was told that his seniority did not allow him or that he was not due for promotion.</p> <p>He had been trying to address the seniority issue since 1994. He subsequently lodged a grievance which amongst others, acknowledged the error on PERSOL with regard to the transfer and the Grievance Board undertook to direct the SA Army to correct the error. However, the error with regard to his transfer was not corrected. He compared himself with certain members with whom he joined the Service the same year. He also compared himself with members who were junior to him, but were promoted ahead of him.</p> <p>The relief sought by the Complainant was the rectification of the incorrect date of transfer from the Infantry Formation to the Signal Formation to reflect 01 December 1993; recognition of his seniority with effect from 01 December 1993 and not 24 March 1997; and to be fast tracked to attend courses so as to be promoted to be on par with his colleagues or peers with whom he transferred to the SA Army Signal Formation on 01 December 1993.</p> <p>The investigation by the Military Ombud found that the SA Army Signal Formation failed to implement the outcomes of the career interviews regarding the development of the Complainant; no evidence was found to support the averment by the SANDF that the Complainant was advised to submit his request for transfer from the SA Army Infantry Formation to the SA Army Signal Formation; the other members never submitted any request for corps transfer from the SA Army Infantry Formation to the SA Army Signal Formation; and that the Complainant was prejudiced through an incorrect analysis of his seniority, which originated through no fault of his own from the non-translation to the Signal Corps.</p>	<p>The complaint was partly dismissed and partly upheld. It was recommended that the CSANDF should direct the Chief of the SA Army put measures in place to ensure compliance with the Regulations.</p>

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
7	Death Benefits	<p>The Complainant is a daughter of a former member of the South African National Defence Force (SANDF) in the Reserve Force component complaining about service benefits. The Complainant alleged that her father died in March 2014 leaving her and her sibling without any financial assistance. She sought the assistance of the Military Ombud to intervene in obtaining financial assistance from the Department of Defence (DOD).</p> <p>The Complainant's father was a member of the Reserve Force component. As a result, he did not contribute towards any pension benefit, therefore, his dependants are not entitled to any pension benefit upon his death. Reserve Force members can only contribute towards the Department of Defence (DOD) Group Life Insurance Scheme (GLIS). Furthermore, the former member's dependants are only entitled to death benefits if the former member was on call-up duty at the time of his death.</p> <p>Unfortunately her father was not on call-up duty at the time of his death. Consequently, the Complainant and her dependants are also not entitled to the GLIS death benefit.</p>	The complaint was dismissed.



Ser No.	Nature of Complaint	Summary of Complaint	Outcome
8	Promotion: Career Intervention	<p>The Office of the Military Ombud conducted an investigation into the alleged lack of career progression of 29 members within the SA Army Artillery Corps. In their complaint, they alleged that since they integrated into the SANDF in 1995 they were only promoted two times from the rank of Pte to Bdr. They are of the view that they were deprived opportunities to grow as they would have been Warrant Officers by now.</p> <p>They also alleged that they have been experiencing problems with their career progression in the SA Army Artillery Corps since they integrated in 1994.</p> <p>The Non-Statutory Force (NSF) members who integrated into the SA Army Artillery Formation are allegedly not progressing in terms of promotion, as compared to most of the former South African Defence Force (SADF) members who are progressing and occupying senior posts. Most of the NSF members who integrated into the SANDF with a rank of Private (Pte) and a few of them as Lance Corporals (L Cpl) were only promoted once or twice since 1994. On the other hand their colleagues who integrated from the SADF, who were also Ptes and L Cpls in 1994, are now occupying senior posts within SA Artillery Corps.</p> <p>The relief sought by the Complainants was for a career intervention to be carried out and for their career progression within the SA Artillery Corps to be fast tracked by being offered opportunities to attend promotional and developmental courses as well as, be promoted to the next higher rank level as and when a vacant post become available.</p> <p>The investigation by the Military Ombud found that the allegations by the Complainants regarding the lack of and/or limited career progression within the SA Army Artillery Corps, was substantiated. The investigation also found that the SA Army Artillery Formation was taking steps to address the complaint over time as it was a systemic problem and was also reliant on availability of vacant and funded posts.</p>	<p>The complaint was upheld and recommendations were made to the MOD & MV to the effect that the SA Army consider conducting a career intervention to look into the career progression of the Complainants with the aim of addressing the matter.</p> <p>The findings and recommendations by the Military Ombud were accepted by the MOD & MV. The SA Army Artillery Formation is in the process of implementation.</p>

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
9	Unauthorised Deductions	<p>Nineteen (19) Complainants approached the Office complaining about deducted foreign Subsistence and Travel allowance (S&T) after undertaking an official foreign trip. The Complainants had submitted counterclaims upon return from the foreign trip but these were not processed on the basis that the trip was not authorised by the Minister of Defence and Military Veterans.</p> <p>After investigating the complaint, the Office found that the Respondent, including Finance Official (s) breached provisions of the relevant Department of Defence Instruction (DODI) by i.e. excluding Defence Foreign Relations (DFR) in the procurement process for flight tickets, approving and issuing the Complainants with foreign S&T advance and flight tickets without the requisite Ministerial Authority.</p> <ul style="list-style-type: none"> ● The Expenditure incurred as a result of the foreign visit is irregular in terms of section 1 of the Public Finance Management Act, 1 of 1999. ● The Respondent failed to comply with the requirements of the DODI by making the submission later than the prescribed timeframes. ● There was insufficient evidence of communication between the Respondent and DFR on this matter further prolonging its resolution. ● The Complainants were unfairly prejudiced by not being informed in May 2016 that there was no Ministerial Authority for their visit to London; ● Salary deductions effected to recover foreign S&T in September 2017. 	<p>The Complaint was upheld and it was recommended that:</p> <ol style="list-style-type: none"> a. An <i>ex post facto</i> submission detailing full reasons for lateness and non-compliance is presented to the MOD & MV for her consideration in order to regularise expenditure incurred; b. The Complainants' claims be processed and their salaries are audited to quantify exact amounts deducted from each one, and that they are reimbursed; c. Appropriate action is considered against officials who breached provisions of the DODI; d. The SA Army and its Reserves comply with Departmental Instructions in future.

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
10	Unfair Termination of Service	The Office of the Military Ombud conducted an investigation into the allegations of unfair termination of service against Army – Signal Formation. He had been on a continuous call up with the 11 Field Unit for a period of eight (8) years, since 1 May 2010 until 30 October 2018. On the 3rd of September 2018 he was subsequently threatened by RSM saying “he will ensure that his call up contract would be terminated”. The Complainant is of the view that his call up was terminated unfairly because he had refused to mark the RSM present while absent.	The matter was dismissed in terms of section 6 7(a) of the Military Ombud Act, on the basis that, he was not dismissed but his call up as a Reserve Force member came to an end.
11	Non-Granting Of CSS Contract	The Complainants, who were former Military Skills Development System (MSDS) members of the SA Army, allege that 18 days before the expiry of their MSDS contracts, they were informed that they would not receive Core Service System (CSS) contracts as limited slots were available. The Complainants allege that they met the selection criteria to be awarded CSS contracts and should have been granted same, instead of Reserve Force Contracts. Furthermore, they suspected fraudulent activities in the selection process as members with poor disciplinary records obtained CSS contracts. They approached the Office of the Military Ombud seeking to be awarded CSS contracts and a proper explanation of the selection process. The SA Army indicated that the reason for not granting the Complainants CSS contracts was due to limited slots. MSDS members conclude a two-year contract with the South African National Defence Force (SANDF), which the SANDF is not obliged to renew. It is common cause that the SANDF has the discretion to grant or not to grant the Complainants CSS contracts, but the use of discretionary power should be procedurally fair. The SA Army must ensure that it applies an objectively fair process to arrive at a decision regarding which MSDS members it will grant CSS contracts.	The Complaint was dismissed based on the reason that the Complainants based their relief sought on their allegation that members with poor disciplinary records obtained CSS contracts at their expense, which an investigation found to be untrue. It was held that the lack of transparency did not vest the Complainants with a right to receive CSS Contracts. Nevertheless, in order to address the systemic issue of non-adherence to departmental policy, it was recommended that the SANDF review the process and procedure for Contract Boards in order to ensure that the process is transparent and thus avoid such complaints in future.

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
		<p>The SAArmy issued an Exit Instruction of MSDS upon Completion of their Service Contract, which provides guidelines on the relevant criteria and process to be followed by the Contract Boards and directs same to keep complete records of proceedings. However, the minutes of the SA Army Contract Board under consideration, only provided a name-list of the members who were granted CSS contracts and Reserve Force contracts without detailing the criteria and performance of candidates or process of elimination applied, in the selection process. Therefore, the decision to not grant the Complainants CSS contracts appeared to be arbitrary.</p>	
12	Unfair Termination of Core Service Contract	<p>The Office of the Military Ombud received a complaint from a former member of the SANDF at 10 South African Infantry Battalion (10SAI Bn), who alleged that he was deployed in a peace keeping mission in Sudan during 2012. In January 2013, his name was not called during the roll call parade and upon enquiry, the Captain told him not to report again in the Unit due to the pending charges against him in the deployment area. He further alleges the following that he disputes ever being charged during his deployment in Sudan. He further alleges that in January 2013, he received a call from 2 South African Infantry Battalion (2SAI Bn), enquiring about his whereabouts as he was supposed to report for duty. He mentioned that he was surprised by this as his Unit was 10 SAI Bn and he explained to the caller the incident which led him not to report at 2 SAI Bn. Further, he was promised that a call will be made to 10 SAI Bn in order to resolve the issue, however, he was never given any feedback. In January 2014 he went to his "mother" Unit, 10 SAI Bn to find out about the progress on his issue but never received a conclusive response.</p> <p>On 14 April 2019, he visited the South African Infantry Formation where he was informed that he has been on AWOL from 2 SAI Bn since January 2013 and was advised to approach the Office of the Military Ombud.</p> <p>The relief sought by the Complainant was to be reinstated into the SA Army.</p>	The complaint of termination of service was resolved in terms of section 6 (6) (b) of the Military Ombud Act 4 of 2012

Ser No.	Nature of Complaint	Summary of Complaint	Outcome
		The investigation found that the termination of the Complainant's Core Service System (CSS) contract was unfair. The SA Army failed to manage the Complainant's contract effectively. The Complainant's claim for reinstatement was justified based on the unlawful termination and non-compliance with the CSS policy. The Office further established that the SA Army has instructed SA Infantry Formation to reinstate the Complainant.	
13	Incorrect Remuneration: OSD	<p>The Complainant approached the Office complaining regarding incorrect remuneration. The Complainant is a qualified Environmental Health Officer (EHO) and was not remunerated in terms of the relevant OSD with effect from January 2016. The employer indicated that there was no post to accommodate the Complainant, hence the incorrect remuneration; she was placed in an occupational hygienist post. While the complaint was being investigated by the Office the Complainant was placed in a correct EHO post and her salary corrected with effect from July 2018 and not January 2016, which was the date she commenced with the EHO's duties.</p> <p>After investigating the complaint the following findings were made:</p> <ul style="list-style-type: none"> ● The Complainant fulfilled the academic requirements for placement and remuneration as an EHO (Grade 1) in January 2016, but was not appropriately remunerated. ● The placement of the Complainant in an occupational hygienist post when she did not possess such a qualification was irregular. 	<p>The Complaint was upheld and it was recommended that:</p> <ol style="list-style-type: none"> SAMHS audits the Complainant's salary and institute salary adjustment (the difference between her then salary and that of an EHO Grade 1), with effect from January 2016 to June 2018. The Complainant to be placed where she should have been since she completed community service, had her career progression not been impeded by the delayed placement. SAMHS refrain from the irregular utilisation of employees who are not placed in correct posts.



Ser No.	Nature of Complaint	Summary of Complaint	Outcome
		<ul style="list-style-type: none"> ● The Complainant performed the duties and/or responsibilities of an EHO with effect from January 2016 and signed a performance agreement to this regard. ● The Respondent's utilisation of the Complainant as an EHO whilst placed in an occupational hygienist post is irregular. ● The Complainant's salary was corrected with effect from July 2018 instead of January 2016 which is the period she assumed duty as an EHO. ● Failure to properly place the Complainant as an EHO (Grade1) when she was due, negatively and unfairly affected her career progression and commensurate salary. 	



PART E: GOVERNANCE

EXECUTIVE OVERSIGHT AND RESPONSIBILITIES

The Military Ombud carries out oversight responsibility across the organisation in areas such as business and risk strategy, organisation, financial soundness, and regulatory compliance. In this regard, the executive is expected to:

- Communicate the skills and knowledge it requires to effectively execute its oversight responsibilities, and to assess its composition against those needs;
- Engage management in providing the information the executive requires in exercising governance and risk oversight;
- Advise management on policies that ultimately influence the manner in which governance is conducted;
- Understand governance activities that occur at various levels within the organisation, and support management in its efforts to enhance operational efficiency, and effectiveness.

COMMITTEE AUTHORITIES AND RESPONSIBILITIES

Effective Governance, Risk and Compliance (GRC) committee and management committee structures can help define the number, terms, and qualifications of members, committee responsibilities, reporting, and ways in which executive and management committees will interact. For example, for a management committee, the model could:

- Include committee charters or constitutions that define the committee's responsibilities and addresses linkages between the committee and the broader executive committee;
- Define the types of decisions, events, risks, and other items that should come to the committee's attention;
- Define methods of escalating and reporting significant matters to the appropriate person (Military Ombud) or committee (Executive Committee).

The Office of the Military Ombud aligned itself with governance and developed a Governance Risk Compliance (GRC) Framework whereby the Office will be responsible to ensure it supports effective and efficient functioning.

All the organisational units in the Office are the foundation of GRC, providing the underpinning culture, discipline and structure that influence how strategy and objectives are established, how Office activities are planned and executed and how risks are identified, assessed and acted upon. To give effect to GRC the Office ensured that it:

- Operates within its mandate;
- Adopted a value system founded on a public service ethos;
- Possesses the inherent competencies required to execute its mandate;

- Adopted management practices that embrace the concepts of delegation of authority, personal responsibility, accountability and performance management; and has an appropriate organisational structure supported by basic financial and management systems underpinned by GRC and internal controls.

The Good Governance structures and principles of the Office identify the distribution of rights and responsibilities among different participants in the organisation and includes the rules and procedures for making decisions.

The governance mechanisms in place include monitoring actions, policies, practices, and decisions of the Office. Mechanisms are also in place to regulate formal and informal relationships between the Office and its stakeholders and in embracing good corporate governance the Office seeks to align its own goals with those of its stakeholders in order to strengthen cohesion and synergy.

The Office has taken steps to address its own internal governance structures and requirements and has made significant progress in this regard. The Office has implemented a Fraud and Corruption Prevention Strategy (see table 16 below) which is aimed at anti-corruption awareness. In addition the steps taken encompass the implementation of risk management and compliance mechanisms and the development and improvement of policies and procedures.

The Office institutionalised a governance structure approach to enhance accountability, ensure timely and accurate disclosure, deal fairly with stakeholder interests and maintain high standard of business ethics and integrity.

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



Table 15: Military Ombud Governance Structure

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	5
Military Ombud Dashboard	To act as an oversight body ensuring standardisation and compliance to service delivery standards.	Quarterly	Military Ombud	9
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 effective, efficient and transparent reporting.	Monthly	Deputy Military Ombud	6
Operations Management Meeting	The management and co-ordination of the Operations environments daily activities (i.e. assessment meetings and internal quality assurance meetings for complaints and investigation reports).	Weekly Assessments & Fortnightly Quality Assurance	Chief Director Operations (CD Ops)	57
Corporate Support Management Meeting	The management and co-ordination of the Corporate Support environments daily activities.	Fortnightly	Chief Corporate Support (CCS)	4
Finance Governance Risk Compliance Sub Committee	To ensure that the Office has accountable, transparent, cost effective, efficient and equitable financial management.	Fortnightly	Deputy Military Ombud	6

Table 16. Corruption and Fraud Prevention Plan

Objective	Activity	Responsibility	Target Date
a	b	c	d
Implemented Corruption and Fraud Prevention Plan (CFPP)	<ul style="list-style-type: none"> Empower the Office to implement the CFPP within the Office. Execute the assigned responsibility as per the approved CFPP 	<p>FSRM</p> <p>Organisational Units</p>	<p>Continuous</p> <p>Continuous</p>
Evaluate the implementation of the CFPP	<ul style="list-style-type: none"> Compile a matrix and questionnaire for self-assessment. Execute self-assessment. 	<p>FSRM</p> <p>Organisational Units</p>	<p>Annually</p> <p>Annually</p>
Functional corruption and fraud whistleblowing capability	<ul style="list-style-type: none"> Organisational Unit Heads to remind their members of the duty to report incidents of corruption and fraud. 	Organisational Units	Continuous
All members are informed about corruption and fraud prevention measures	<ul style="list-style-type: none"> FSRM to execute corruption and fraud awareness education Organisational Units to communicate the corruption and fraud reporting mechanisms to the lowest level. 	<p>FSRM</p> <p>Organisational Units</p>	<p>Continuous</p> <p>Continuous</p>
Accurate Corruption and Fraud Register	<ul style="list-style-type: none"> FSRM must compile and maintain register of reported incidents of corruption and fraud. All incidents of corruption and fraud, as well as disciplinary action taken, to be reported to FSRM/Log. 	<p>FSRM</p> <p>Organisational Units</p>	<p>Continuous</p> <p>Continuous</p>



ENTERPRISE RISK MANAGEMENT

During the year 2020 the Office continued to strengthen its dedication and commitment to the efforts of an improved and effective Enterprise Risk Management through 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 to exceed expectation of outcomes and outputs. Risk assessment is planned for whereby strategic and operational risk registers are maintained and monitored in all the units and a risk policy is being drafted.

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

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

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

Table 17. Strategic Risks

Risk Ref No	Risk Description	Risk Response
MO01/20	<p><u>The Military Ombud Act does not address the governance and accountability framework.</u> The Military Ombud Act, Act 4 of 2012 does not address the scope of the Military Ombud function which influences the accountability framework, resolution enforcement and powers. The Act furthermore is not aligned with higher order legislation (PFMA) wrt reporting timeframes.</p>	<p>The Office will follow the Legislative amendment/review process to ensure updating and alignment of the Military Ombud Act.</p>
MO02/20	<p>The independence of the Office is at risk. The credibility of the Military Ombud to deliver on the mandate is compromised due to a lack of understanding and trust by all stakeholders.</p>	<p>The Office will conduct a number of outreach events, including radio interviews to promote the image, clarify the mandate and engage with stakeholders to ensure that the Office is seen to be independent and fair wrt the finalisation of complaints.</p>
MO03/21	<p><u>Shortfall on Compensation of Employees (CoE) Budget.</u> Since the Office was created as a line-item, numerous requests were submitted to the DOD explaining that the allocation did not fulfil the requirement wrt the number of staffed posts.</p>	<p>The Military Ombud will address this matter with the Executive Authority.</p>





PART F: CORPORATE SUPPORT

HUMAN RESOURCE MANAGEMENT

The Office reached a strength of 62 in the FY2020/21 over the planned target strength of 63. This is directly attributed to the long staffing process and further delays brought about by the DPSA advertising arrangements over the National Lockdown in the past financial year.

Table 18. Planned versus Actual Strength as at 31 March 2021

Environment	Planned Strength	Actual Strength
a.	b.	c.
Executive	7	7
Operational	36	35
Support	20	20

The Office structure consists of 89 approved posts that were designed to ensure the Office is capacitated to meet its mandate. However, the Office has been unable to fully staff the structure due to historic underfunding on Compensation of Employees (CoE).

Table 19. Employment and Vacancies per Environment as at 31 March 2021

Environment	Approved Posts	Staffed Posts	Vacant Posts
a.	b.	c.	d.
Executive	9	7	2
Operational	59	35	24
Support	21	20	1

The CoE ceiling for the FY2020/21 was Rm43,742,039. The total CoE expenditure for the year was Rm42,950,708. The delay in filling vacated posts led to the saving in the CoE.

Table 20. Personnel Cost

Expenditure	Number of Approved Posts	Number of Staffed Posts	Rm-Value
a.	b.	c.	d.
Total Expenditure	89	62	42,950,708

The Office has been experiencing a reduction in the attrition rate over the MTEF. Only one (1) staff member resigned in April 2020.

Table 21. Attrition as at 31 March 2021

Environment	Attrition Number
a.	b.
Executive	0
Support	0
Operations	1

Table 22. Reasons Why Staff Left the Organisation

Environment	Reason	Number
a.	b.	c.
Corporate Operations	Resignation	1

One of the strategic tools that the Office utilises to ensure continuous growth, productivity and to retain employees is employee development. Over the past year, a drop in training opportunities was experienced as the country went on lockdown due the COVID-19 pandemic.

Table 23. Number of Skills Development Opportunities as at 31 March 2021

Short Courses	Symposia/Seminar
b.	c.
32	0

The table below indicates equity status of the Office. The areas where discrepancies are visible is gender and race representivity. The Office set a 50/50 gender representative target. It is also noteworthy that, the numbers of white employees is lower than the prescribed national target. The recruiting campaigns of the Office do not attract enough candidates of other races.

Table 24: Employment Equity Figures per Environment as at 31 March 2021

Environment	Male				Female			
	African	Asian	Coloured	White	African	Asian	Coloured	White
a.	b.	c.	d.	e.	f.	g.	h.	i.
Executive	3	0	0	0	4	0	0	0
Support	9	0	0	1	7	0	1	2
Operational	17	0	0	1	16	1	0	0

ANNUAL FINANCIAL INFORMATION

The purpose of the report is to provide an overview of the financial expenditure for the Office of the Military Ombud from 01 April 2020 to 31 March 2021.

The year being reported on saw the Office faced with many challenges in its endeavours to efficiently and effectively conduct its business within the constraints imposed on it as the country faced the COVID-19 pandemic and restrictions on movement and interaction with clients were limited. New methods of conducting business had to be found to ensure that the service could still be delivered to the clients of the Office.

Funding had to be spent on items that were not planned for in order to ensure that regulations put in place by government were adhered to and that all employees of the Office were kept safe. At the same time the Office could not continue with a number of its planned events, like the annual symposium, the annual strategic work session and outreaches. Delays were experienced with the whole procurement process over the reporting period due to the restrictions that were in place.

The Office was allocated Rm55,203 for the 2020/21FY, of this Rm43,742 representing 79% of the allocation was for Compensation of Employees and Rm11,461 representing 21% of the allocation was for Operating costs. Taking the constraints and challenges that were faced the Office spent Rm52,150 of its allocation. Rm42,951 on Compensation of Employees and Rm9,199 on operating expenses.

Personnel Expenditure. Personnel expenditure increased by 3% from R41,514 million in the 2019/20 financial year to Rm42,951 in the 2020/21 financial year. There were three (3) vacancies during the financial year of which two (2) were staffed in the last quarter of the year. The variance of Rk791 between the vote and expenditure is as a result of delays in the staffing of the vacant positions.

Should the posts have been staffed then the personnel expenditure would have exceeded the allocation. This is a result of when the Office became a line item in the National Treasury letter of allocation the ceiling on Compensation of Employees did not take into account the 63 staffed posts and the Office was underfunded for the staffed posts.

Operating Expenditure. Operating expenditure decreased by 20% from Rm11,569 in the 2019/20 financial year to Rm9,199 in the 2020/21 financial year. The variance of Rm2,262 between the vote and expenditure is as a result of delays in the procurement processes and due to the constraints caused by the pandemic.



Table 25: Expenditure Report of the Office of the Military Ombud

STANDARD CHART OF ACCOUNTS LEVEL 3 DESCRIPTION a.	STANDARD CHART OF ACCOUNTS LEVEL 4 DESCRIPTION b.	VOTE R'000 c.	FINAL APPROPRIATION R'000 d.	PAID R'000 e.
Compensation of Employees	Salaries and Wages	39,320	38,754	37,963
	Social Contributions	4,422	4,988	4,988
Compensation Of Employees Total		43,742	43,742	42,951
Goods and Services	Administrative Fees: Payments	20	0	0
	Advertising	345	84	6
	Catering: Department Activities	130	23	17
	Communication	1,220	1,246	935
	Computer Services	1,600	1,896	1,763
	Cons Supplies	137	16	16
	Cons: Sta_Print & Off Sup	440	196	195
	Consult: Business & Advisory Serv	48	2	1
	Contractors	0	1	1
	Entertainment	20	20	4
	Fleet Services(F/Ser)	132	217	201
	Inv: Chems_Fuel_Oil_Gas_Wood&Coal	33	13	7
	Inv: Food & Food Supplies	60	21	17
	Inv: Materials & Supplies	42	59	58
	Inv: Medical Supplies	0	26	16
	Minor Assets	635	96	39
	Operating Payments	705	149	130
	Property Payments	848	966	906
	Training & Development	977	428	269
	Travel & Subsistence	2,333	2,353	1,903
	Venues & Facilities	400	30	30
Goods and Services Total		10,125	7,843	6,512
Departmental Agencies & Accounts	Trnsf & Sub: Departmental Agencies	1	1	1
Departmental Agencies & Accounts Total		1	1	1
Provincial And Local Governments	Trnsf & Sub: Municipalities	9	9	8
Provincial and Local Governments Total		9	9	8
Households (Hh)	H/H: Employee Social Benefits	430	430	8
Households (Hh) Total		430	430	8
Machinery and Equipment	Other Machinery & Equipment	895	600	152
	Transport Equipment	0	2,186	2,128
Machinery And Equipment Total		895	2,787	2,280
Software & Intangible Assets	Softw & Other Intangible Assets	0	390	390
Software & Intangible Assets Total		0	390	390
Grand Total		55,203	55,203	52,150