



INDEPENDENT AND IMPARTIAL

**STRATEGIC PLAN
2020 - 2025**



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

Date of Tabling: 12 March 2020



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**STATEMENT BY THE MINISTER OF DEFENCE AND MILITARY VETERANS
THE HONOURABLE MS N.N. MAPISA-NQAKULA, MP**

The Republic of South Africa is a constitutional democracy. So are its machinations and its Armed Forces are not exempted in the quest to promote democratic oversight, transparency, openness, accountability and enhancing the rule of law. In line with the global human rights practices and constitutional imperatives, the Office of the Military Ombud became a statutory creation of oversight by Parliament to oversee the conditions of service of the South African National Defence Force (SANDF) members with the exception of operational issues.

As such, the Military Ombud Act 4 of 2012 ushered in the mandate for this Office which 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.



Established in 2012, the Office has performed very well in ensuring that complaints are resolved in a fair, economical and expeditious manner in line with the Regulatory Framework. This trend clearly demonstrates the ethics of good and clean governance from the complaints resolution perspectives. The Office, since its inception, has revised its operational strategy and further expanded its thematic reach and diversified its stakeholder relations. This is welcomed by my Office as a future trajectory of better administrative oversight as well.

The outreach programme out of the Office has seen profound and nascent collaboration with the Democratic Control of Armed Forces (DCAF). The latter is the first to be hosted on the African soil in order to exchange the best practices and lessons learnt. The Office has also activated its contribution to the narrative of oversight in the security sector reform by hosting the self-entitled and colourful Africa Day Symposium in an attempt to influence the rest of the continent to establish specific-country related Military Ombud Offices. This is a discourse which was clearly articulated by the Office and further taken to heart and consideration by our African counterparts.

The excellent work of the Office of the Military Ombud has addressed maladministration and the abuse of power within the ranks of the Defence Force and continued to improve its sound relationships with various Military Units across the country during its extensive Outreach Programmes. This operational outreach strategy is founded in the recognition that trust, perseverance and an in-depth understanding of context are the essential prerequisites for tangible progress in the pursuance of good governance, oversight and conflict-free civil-military relations.

The first seven years of the existence of this Office is a presage to ensuring that complaints are resolved in a fair, economical and expeditious manner and this is reflective of global developments and our own institutional learning in the post-apartheid era in attempting to reduce maladministration.

Finally I would like to welcome the Military Ombud, Lt Gen (Ret) V.R. Masondo on his new appointment. I am optimistic that he will continue to steer the Office in the right direction for the next 7 years of his tenure.



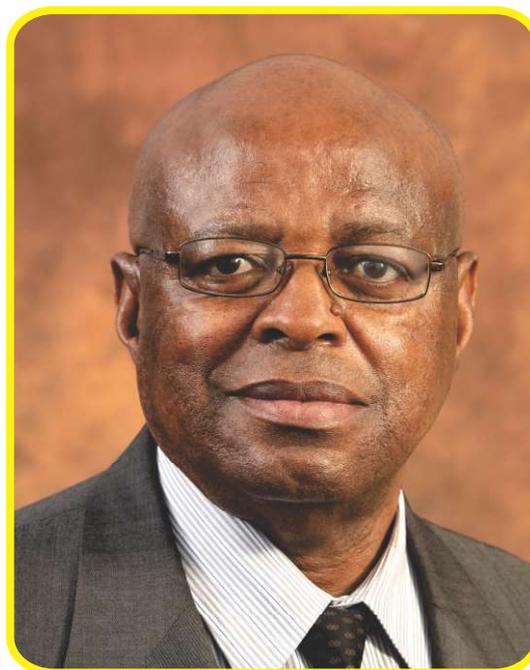
(N.N. MAPISA-NQAKULA)
MINISTER OF DEFENCE AND MILITARY VETERANS, MP

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

It is an honour to present the strategic plan for 2020 to 2025 for the Office of the Military Ombud in my capacity as the Head of the organisation.

In the next five years it is our mission to build stronger and sound relations between the Office and the Department of Defence and Military Veterans to establish mutual understanding and consensus. This means that our stakeholder engagement strategy has to be solid in order for the institution to succeed in implementing its mandate.

Over the past seven years we have continued to enhance our processes and policies aimed at positioning the Office to succeed. It is the objective of the Office that complaints are increased by augmenting the outreach programme and deliberately reaching out to members of the public and solve them economically and expeditiously. The Office of the Military Ombud should strengthen its approach in dispute resolution tactics by finding effective communication channels. Improving the turn-around time for the resolution of complaints is key in the next five years and we will use every resource available to meet this objective.



Our Office has a profound interest in the concept of Human Rights and this institution is fundamental at promoting the rights of serving, former as well as members of the public concerning the official conduct of a serving member. Some of the complaints we receive points to inherent systematic issues. The message about human rights needs to echo in the corridors of military bases. It is a culture that needs to be instilled through education programmes such as the outreach campaign. Although our focus will be on educating and informing members of the public about us, serving and former members of the SANDF remain our critical stakeholder during the five year term.

Administratively, the Office has to function as a modern organisation using existing technologies and modern ways to expedite resolution of cases. To ascertain that our systems are within international norms and good practices in terms of governance. We are affiliated to various international organisations such as the African Ombudsman & Mediators Association (AOMA) and the Geneva Centre for Security Sector Governance (DCAF).

Through the African Footprint project we are enhancing relations with other related institutions in the SADC region to educate and bring them to an understanding of the Military Ombud model and how it can enhance good governance in their countries.

Participating in the International Ombud Expo in Abuja, Nigeria last year is evident of our commitment to be part of the big idea to establish similar independent oversight institutions on the continent.

After celebrating 7 years of existence, the Office made a decision to conduct a stakeholder perception survey in the 2020/21 financial year. The results will assist us to implement an informed strategic direction of the Office and contribute to stakeholder satisfaction. The annual symposium hosted by the Office is one of the platforms where our influential stakeholders and decision makers from different sectors come together to engage on pertinent issues to enhance the functionality of ombud institutions.

Given the foregoing, Honourable Minister, I present the Office of the Military Ombud Strategic Plan for the financial period 2020 – 2015 detailing the intent of the Office to pursue accountable and effective governance.

Thank you



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

**STATEMENT BY THE DEPUTY MILITARY OMBUD,
ADV S.T.B. DAMANE-MKOSANA**

The 2020-2025 Strategic Plan for the Office of the Military Ombud outlines strategic priorities for the period ahead on matters considered important. The Office will strive to achieve the intended outcomes within the available budget.

The Office is embarking on a seven (7) year review through a Public Perception Survey and legislative review process in order to redefine our strategies so as to improve operational requirements and enhance institutional independence. The Office's situational analysis is relevant taking into consideration the evolving external and internal environments that inevitably impact on output deliverables.

The Office of the Military Ombud outcomes relate to the short, medium and long term results. The Office outcomes are as follows:

- Investigation of complaints. The Office will continue to strive to investigate and resolve complaints received in writing by the Office in a fair, economical and expeditious manner.
- Institutional Independence. Organisational review to enhance the autonomy of the Office to function in a total "juristic independence". The other components that will be considered relates to governance, contractual, and financial independence.
- Legislative Review. Directing the renewal of the organisation (legislative review) to ensure that the accountability status is able to meet future obligations and reporting.
- Organisational Renewal. Organisational Structure Design (OSD) and review process to achieve greater operational efficiencies and effectiveness.
- Accessibility. It is common cause that the footprint of the SANDF covers the length and breadth of the country and in some instances it has presence beyond our territorial borders. The Office will endeavour to intensify stakeholder engagements, outreach programmes nationwide and periodical public perception surveys.

In conclusion, the Strategic Plan commits our intention to take practical steps towards the attainment of strategic outcomes. This will require that a different mode of approach and strategic partnerships be explored to join forces in pursuit of the desired strategic direction.



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



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic plan:

- Was developed by the Management of the Office of the Military Ombud under the guidance of the Minister of Defence and Military Veterans (MOD&MV).
- Takes into account all the relevant policies, legislation and other mandates for which the Military Ombud is responsible.
- Accurately reflects the Impact, Outcomes and Outcome Indicators that the Office of the Military Ombud will endeavour to achieve over the 2020–2025 period within available resource considerations.

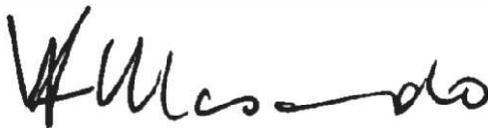


(MR M.A. MAKHALEMELE)
CHIEF CORPORATE SUPPORT



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

APPROVED BY:



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



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

GLOSSARY / ACRONYMS / ABBREVIATIONS

List of abbreviations used in this Military Ombud Strategic Plan

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

GLOSSARY / ACRONYMS / ABBREVIATIONS

List of abbreviations used in this Military Ombud Strategic Plan

I	ICT	Information, Communication Technology
	IT	Information Technology
J	JIT	Just in Time
M	MANCO	Management Committee
	MOD&MV	Minister of Defence and Military Veterans
	MOU	Memoranda of Understanding
	MPAT	Management Performance Assessment Tool
	MTEF	Medium Term Expenditure Framework
	MTBS	Medium Term Budget Policy Statement
	MTSF	Medium Term Strategic Framework
N	NDP	National Development Plan, Vision 2030
	NGP	New Growth Path
	NT	National Treasury
O	OHS	Occupational Health and Safety
P	PA	Performance Agreement
	PAIA	Promotion of Access to Information Act
	PAJA	Promotion of Administrative Justice Act
	PESTLE	Political, Economical, Sociological, Technological, Legal and Environmental
	PFMA	Public Finance Management Act
	POPI	Protection of Personal Information Act
R	Ret	Retired
	RSA	Republic of South Africa
S	SANDF	South African National Defence Force
	SDI	Service Delivery Innovation
	SDIP	Service Delivery Improvement Plan
	SDG	Sustainable Development Goals
	SITA	State Information Technology Agency
	SONA	State of the Nation Address
	SOP	Standard Operating Procedure
	SMART	Simple, Measurable, Accountable, Realistic and Timeous
	SWOT	Strengths, Weaknesses, Opportunities and Threats

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PART A: MILITARY OMBUD MANDATE

LEGISLATIVE AND REGULATORY MANDATES

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

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

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

Table 1: Legislative Mandate

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

Table 2 below reflects the primary regulatory frameworks that guides the Office of the Military Ombud to ensure the fulfilment of the Office’s mandate as prescribed in the Military Ombud Act, Act 4 of 2012

Table 2: Regulatory Mandates

Legislation Mandate Description	Key Responsibilities Imposed by Legislative Mandate
The Constitution of the Republic of South Africa, 1996	<p><u>Chapter 2</u> – Bill of Rights</p> <p><u>Chapter 3</u> – Co-operative Government</p>
Public Finance Management Act, 1999 (Act No. 1)	<p><u>Section 36:</u> Furthermore, among other things, the Accounting Officer is to ensure the provision and maintenance of effective, efficient and transparent systems of financial and risk management and internal control in accordance with section 292 (a)(b).</p>
Defence Act, 42 of 2002	<p><u>Chapter 3</u> – Employment and Use of Defence Force – Section 20 Powers and duties of members while being employed.</p> <p><u>Chapter 6</u> - Defence Intelligence - Section 37 Determination of security classification of members and employees, Section 38 Discharge of members or employees not issued with security clearances and Section 39 Notification of security clearance or refusal thereof.</p> <p><u>Chapter 8</u> - Limitations on Rights of Members of Defence Force – Section 49 Application and Section 50 Limitations of rights.</p> <p><u>Chapter 9</u> - Employment in Defence Force – Section 51 Application, Section 52</p>

Legislation Mandate Description	Key Responsibilities Imposed by Legislative Mandate
Defence Act, 42 of 2002	<p>Regular Force, Section 53 Reserve Force, Section 54 Commissioned Officers in Defence Force, Section 55 Pay, salaries and entitlements, Section 56 Protection of members on active service, Section 57 Compensation in case of injury or disability, Section 58 Obligation to service in time of war, state of national defence or state of emergency, Section 59 Termination of service of members of Regular Force, Section 60 Legal representation for members, Section 61 Procedures for redress of grievances and Section 62 Religious observances in Defence Force.</p> <p><u>Chapter 10</u> – Training – Section 63 Defence training institutions, Section 64 Discipline and Section 65 Designation of areas for training.</p> <p><u>Chapter 13</u> - General Administration and Support – Section 82 Regulations, Section 84 Exemptions applicable to Defence Force, Section 86 Right of recourse in respect of expenditure for injuries of members.</p> <p><u>Chapter 16</u> - Boards of Inquiry – Section 101 Convening boards of inquiry, Section 102 Attendance of persons at board of inquiry, and witnesses and Section 103 Board of inquiry in relation to absence without leave.</p> <p><u>Chapter 17</u> - Offences and Penalties – Section 104 Offences and penalties and Section 105 Offensive behaviour.</p>
Labour Relations Act 66 of 1995	<p>The purpose of the Labour Relations Act is to advance economic development, social justice, labour peace and the democratisation of the workplace by fulfilling the primary objects such as</p> <ul style="list-style-type: none"> (a.) to give effect to and regulate the fundamental rights conferred by section 27 of the Constitution; (b.) to give effect to obligations incurred by the Republic as a member state of the International Labour Organisation; (c.) to provide a framework within which employees and their trade unions, employers and employers' organisations can- <ul style="list-style-type: none"> i. collectively bargain to determine wages, terms and conditions of employment and other matters of mutual interest; and ii. formulate industrial policy; and (d.) to promote- <ul style="list-style-type: none"> i. orderly collective bargaining; ii. collective bargaining at sectoral level; iii. employee participation in decision-making in the workplace; and iv. the effective resolution of labour disputes.
Promotion of Administrative Justice Act 3 of 2000 (PAJA)	<p>The Office of the Military Ombud applies the PAJA to ensure alignment between the Military Ombud Act and PAJA and furthermore to give effect to the right to administrative action that is lawful, reasonable and procedurally fair and to the right to written reasons for administrative action as contemplated in section 33 of the Constitution of the Republic of South Africa, 1996.</p>
Military Ombud Regulations, 2015	<p>The regulations gives effect to Section 15 of the Military Ombud Act 4 of 2012 as it applies to complaints contemplated in Section 4 of the Act.</p>
Promotion of Access to Information Act 2 of 2000 (PAIA)	<p><u>Part 2</u> - Access to Records of Public Bodies. <u>Part 3</u> - Access to Records of Private Bodies. <u>Part 4</u> - Appeals Against Decisions.</p>
Protection of Personal Information Act 4 of 2013 (POPI)	<p><u>Chapter 2</u> – Application Provisions (Lawful processing of personal information, Rights of data subjects, Exclusions). <u>Chapter 3</u>– Conditions for Lawful Processing of Personal Information. <u>Chapter 4</u> – Exemption from Conditions for Processing of Personal Information. <u>Chapter 10</u>– Enforcement. <u>Chapter 11</u>– Offences, Penalties and Administrative Fines.</p>

INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE (5) YEAR PLANNING PERIOD 2020 -2025

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

- National Policies/Regulatory Framework. The mandate is derived from legislation, national imperatives, national strategies and plans. The building blocks of this mandate can be found in the Military Ombud Act, Act 4 of 2012.
- Organisational Policies. Government priorities and imperatives are integrated where appropriate within the organisational policies, strategies and plans.
- Organisational Strategies. The Organisational Policies, the strategies developed and institutionalised will be reviewed to ensure alignment with government priorities and imperatives.
- Organisational Plans. Once approved and promulgated, the above set of strategies are used as basis for the development of the plans. These plans consist of among others, the Strategic Plan for the MTSF 5 year period, the Annual Performance Plan aligned to the Medium Term Expenditure Framework (MTEF) 3 year Government Planning, Budgeting and Reporting process and the Military Ombud Annual Operational Plan.
- Organisational Reports and Evaluation. The plans are used as the basis of reporting through quarterly reports, the Annual Activity Report, the mid-term MTSF report and the End-of-MTSF Term Assessment Report. These reports provide for both the purposes of internal management control, civil control by the Executive Authority as well as external oversight over the Military Ombud function.

RELEVANT COURT RULINGS

There are no court rulings impacting on the Office of the Military Ombud.

PART B: MILITARY OMBUD STRATEGIC FOCUS

VISION

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

MISSION

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

VALUES

Organisational values drive the way the Office influences employees by means of, how employees interact with each other, and work together to achieve results.

The values as identified and listed below are important because they help the members within the Office to grow and develop. The decisions members make are a reflection of the values and beliefs, and they are always directed towards a specific purpose. That purpose is the satisfaction of our individual or collective (organisational) needs.

Organisational Values. Organisational values are not a description of the work done or the strategies employed to accomplish the mission of the Office, these are the unseen drivers of member’s behaviour within the Office, based on their deeply held beliefs that drive decision-making. These furthermore reflect the work ethics and culture in support of the mission of the Office. The organisational values are depicted in the figure below:

Figure 1: Military Ombud Organisational Values



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

Figure 2: Military Ombud Individual Values



SITUATIONAL ANALYSIS

The situational analysis provides insight into the external and internal environments that affect the output deliverables of the Office. The matters identified in the situational analysis, are a result of the planning process including the MTSF 2019-2024 and other relevant policy documents.

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

Table 3: Situational Analysis – External Factors

Legislation Mandate Description	Key Responsibilities Imposed by Legislative Mandate
Political	<p>(a.) <u>Contribution to National Imperatives of Government.</u> The matters identified in the situational analysis are derived from the annual planning process that considers the National Development Plan (NDP) Vision 2030, the Medium-Term Strategic Framework (MTSF) 2019–2024, the New Growth Path (NGP), the new Sustainable Development Goals (SDG), the 2019 State of the Nation Address (SONA), the Minister of Defence and Military Veterans (MOD&MV) Delivery Agreement (DA) and the National Security Strategy.</p> <p>(b.) <u>Medium-Term Strategic Framework (MTSF) 2019 - 2024.</u> The MTSF provides seven approved outcomes with their associated performance indicators and targets for achievement during the 2019 - 2024 MTSF. Each of the seven MTSF outcomes is linked to a set of activities and performance targets aimed at facilitating the achievement of the specific outcome. The content of each of the fourteen MTSF outcomes</p>

Legislation Mandate Description	Key Responsibilities Imposed by Legislative Mandate
	<p>has formed the basis for the formulation and approval of a Delivery Agreement between an identified Cabinet member and the President of the Republic of South Africa (RSA). The MTSF outcomes to which the Office of the Military Ombud will contribute to, by virtue of its Legislative Mandate are as follows:</p> <ul style="list-style-type: none"> • Outcome 1: A Capable, Ethical and Developmental State • Outcome 6: Social Cohesion and Safe Communities • Outcome 7: A Better Africa and World <p>(c.) <u>National Development Plan (NDP)</u>. The NDP states that citizens have the right to expect government to deliver certain basic services and to hold leaders accountable for their actions. They also have responsibilities to other citizens, including mutual respect, tolerance and abiding by the laws of the land. The Office of the Military Ombud directly contributes to this reciprocal relationship by serving as a fair, independent and expeditious channel for members of the South African National Defence Force (SANDF) and the public who have unresolved differences with the Department of Defence (DOD).</p> <p>(d.) <u>The New Growth Path (NGP)</u>. Government released the Framework of the NGP aimed at enhancing growth, job creation and equity. The policy’s principal target is to create five million jobs by the year 2020. It identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa’s developmental agenda. The Office of the Military Ombud will endeavour to support the NGP through:</p> <ul style="list-style-type: none"> • Striving towards the fulfilment of this driver not negating the fact that the Office of the Military Ombud does not lend itself to clear-cut job creation. <p>(e.) <u>Sustainable Development Goals (SDG)</u>. It is envisaged that the Office of the Military Ombud through the pursuance of its legislative mandate and utilisation of its inherent capabilities, will give support to the following selected SDG:</p> <ul style="list-style-type: none"> • Goal 5: “Achieve gender equality and empower all women and girls”. • Goal 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”. • Goal 16: “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”. <p>(f.) <u>The State of the Nation Address (SONA)</u>. During the SONA held on 20 June 2019, the President indicated that Government had embarked on radical socio-economic transformation to address the triple challenges of poverty, inequality and unemployment. The Office of the Military Ombud will continue to support the relevant national priorities as outlined during the 2019 SONA that include, amongst others, addressing of youth unemployment, combating of fraud and corruption, ensuring of good governance within institutions, continued implementation of austerity measures within a constrained fiscus, ensuring of sound procurement processes, the timeous payment of suppliers within 30 days and the supporting of local economies and enabling investments.</p> <p>(g.) <u>African Union (AU) Agenda 2063</u>. The previous plans and commitments were reviewed during the development of the African Union (AU) Agenda 2063, and pledge was made to take into account the lessons learnt such as putting mobilisation of the people and their</p>

Legislation Mandate Description	Key Responsibilities Imposed by Legislative Mandate
	<p>ownership of continental programmes at the core; the principle of self-reliance and Africa financing its own development; the importance of capable, inclusive and accountable states and institutions at all levels and in all spheres, the critical role of Regional Economic Communities as building blocks for continental unity, and holding ourselves and our governments and institutions accountable for results. The following seven (7) aspirations for Africa were developed and accepted:</p> <ol style="list-style-type: none"> 1. <i>A prosperous Africa based on inclusive growth and sustainable development</i> 2. <i>An integrated continent, politically united and based on the ideals of Pan Africanism and the vision of Africa's Renaissance.</i> 3. <i>An Africa of good governance, democracy, respect for human rights, justice and the rule of law.</i> 4. <i>A peaceful and secure Africa.</i> 5. <i>An Africa with a strong cultural identity, common heritage, values and ethics.</i> 6. <i>An Africa where development is people-driven, unleashing the potential of its women and youth.</i> 7. <i>Africa as a strong, united and influential global player and partner</i> <p>The Office will contribute to aspirations 3, 4 and 7 by means of ensuring that complaints submitted are investigated fairly, expeditiously thus indirectly impacting on good governance, respect for human rights, justice and the rule of law.</p>
Economic	<p>Whilst there is always a risk of a negative global economic downturn, generally, global economic growth rates are expected to improve and more particularly economic growth rates on the African continent are expected to be above the global average. Conversely the growth in the South African economy has remained flat to negative since the 2008/2009 world economic recession. This has resulted in significant fiscal pressures for South Africa.</p> <p>The under performance of the different economic sectors has resulted in the delayed implementation of the developmental initiatives in support of the National Development Plan (NDP), Vision 2030. Coupled to this are the increasing socio-economic demands and competing priorities for service delivery that further aggravate an already constrained fiscal outlook.</p> <p>The economic outlook has weakened since the 2018 Medium Term Budget Policy Statement (MTBS), the Gross Domestic Product (GDP) growth outlook has been revised down to 1.5 percent from an estimated 1.7 percent due to fragile recovery in employment and investment. However, GDP is expected to recover moderately to 2.1 percent in 2021, supported by more effective public infrastructure spending.</p> <p>The Office of the Military Ombud will continuously monitor this environment and prioritise the requirements to ensure that expectations and the MTBS are aligned.</p>
Social	<p>(a.) <u>Internship Programmes in Government.</u> Every Government Department and Public Entity is required to employ interns for experiential training in support of the prevailing Government Job Creation Policy. The Office of the Military Ombud will continue to support the Governments plans by implementing the utilisation of Interns within the Office.</p> <p>(b.) <u>Strengthening Synergies.</u> The creation of Ombudsman like institutions, demands clarity on the institutional purpose and the need for strengthening of synergies, including standardisation of approaches.</p>

	<p>The levels of confidence and popularity of the Military Ombud as an institution of choice necessitates a greater need to be accessible to Serving Members of the SANDF, Former Members and the Public through Communications, Branding and Events Management (e.g. Outreach Programme and Media Relations).</p> <p>(c.) <u>Increase in Complaints Submitted.</u> The increase in complaints submitted reinforces the need for the Office of the Military Ombud to be widely and easily accessible, swift and impactful in its own service delivery. The future vision for the Office is to create satellite/pilot offices to address the requirement for creation of a National Footprint and to increase the volume of complaints received.</p> <p>(d.) <u>Stakeholder Perception Survey.</u> A stakeholder perception survey will be conducted in the 2020/21 financial year with the aim to obtain representative, time-sensitive, quantitative and credible information wrt the perception of stakeholders on the Office. It is foreseen that the Office will during the 2021/22 financial year ensure implementation of the outcome where-after the survey will be repeated to determine the impact.</p>
Technological	<p>(a.) <u>Information, Communications Technology Developments.</u> Developments in Information, Communications Technology (ICT) presents opportunities for improving governance while increasing operational risks, such as cyber-crime and use of technology to conceal maladministration and corruption, the Office will ensure that this matter is addressed in the Office ICT policy.</p> <p>(b.) <u>Social Media.</u> Emergence of social media enhances the role of stakeholders, their articulation of their requirements and expression of their desires to see instant change, putting pressure on the Office to deliver timely and impactful results.</p> <p>(c.) <u>Information Warfare.</u> Information is an asset that requires protection commensurate with its value. There has been an increase in cyber-attack both globally and domestically in the past year against departments. The Office will implement robust network security architecture, including appropriate segregation and segmentation between the IT and control system networks using firewalls and intrusion prevention/detection tools. The Office will furthermore perform continuous network security monitoring, thus enabling the identification of abnormalities on the network.</p> <p>(d.) <u>4th Industrial Revolution.</u> The technological revolution is a period in which one or more technologies is replaced by other technology in a short amount of time. It is an era of accelerated technological progress characterised by new innovations whose rapid application and diffusion cause an abrupt change in society. The Office will ensure that policies and procedures address the technological revolution. It will furthermore ensure that all back-up systems are in place to facilitate rapid application should the Office be affected.</p>
Legal	<p>(a.) <u>Timeous Compliance with Court Decisions.</u> The Office will continue to improve the effectiveness of the interface between the Military Ombud Legal Services, the State Attorney as well as the DOD to ensure timeous compliance with court decisions.</p> <p>(b.) <u>Non-implementation of Military Ombud Recommendations.</u> The Military Ombud Act in Section 6 (8) prescribes that “if the Military Ombud upholds the complaint, the Ombud must recommend the appropriate relief for implementation to the Minister”. The Office has no provisions regarding the implementation of the recommendations and processes followed by the Minister when there is non-implementation. To address this concern a Military Ombud and CSANDF Liaison Forum was created furthermore, complex matters are escalated and monthly meetings are scheduled between the Military Ombud and CSANDF to address these complaints.</p>

	<p>(d.) <u>Ministerial Directive</u>. The MOD&MV on 25 October 2019 signed a Ministerial Directive on the powers and authority of the Military Ombud. The aim of the directive was to direct the Secretary for Defence in his capacity as the Head of the Department (HOD) and Accounting Officer (AO) to put in place measures, structures and systems to facilitate:</p> <ol style="list-style-type: none"> 1. The autonomy of the Military Ombud in the expenditure of his appropriated budget as directed in section 10 of the Military Ombud Act; 2. The implementation of the terms and conditions for staff of the Office of the Military Ombud without hindrance; 3. The adaptation of the DOD Financial Management System, Human Resources System, Supply Chain System or any other system to give effect to directives 1 and 2 above; and 4. In general the independence of the Office of the Military Ombud to ensure that it is not subjected to DOD policies or decisions where those are not in-line with the policies or decisions of the Military Ombud.
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Figure 3: Sustainable Development Goals (SDG)

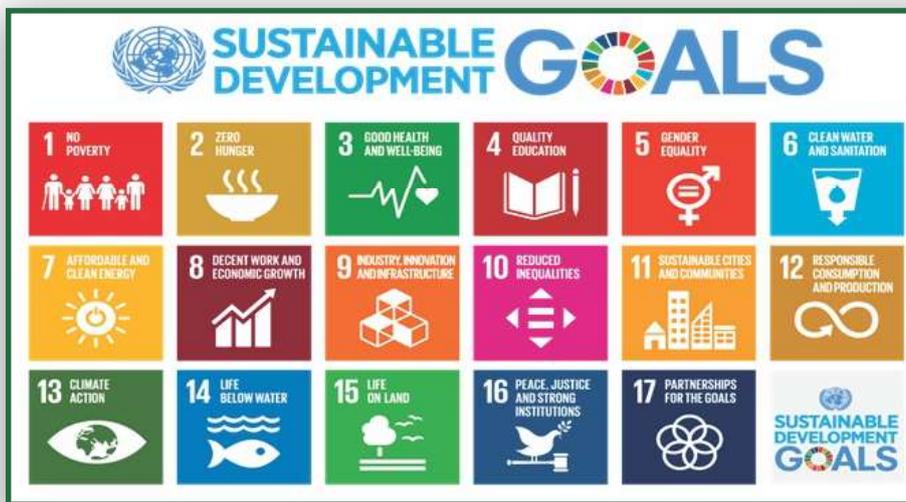


Figure 4: Structure of the AU Agenda 2063

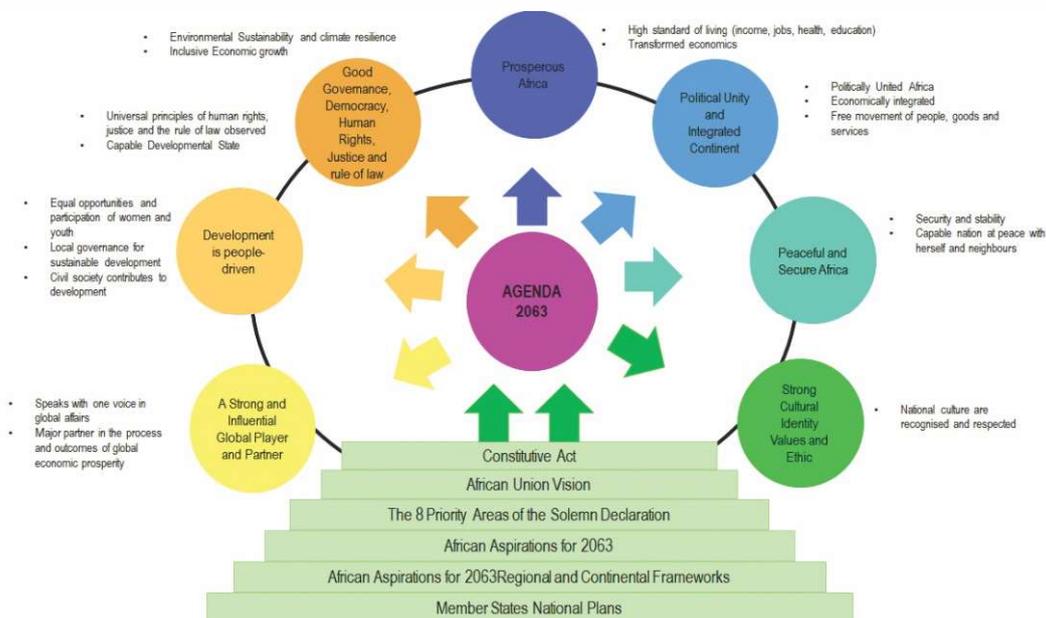


Table 4: Situational Analysis – Internal Factors

Human Resources	The areas of Human Resource Management and Compensation of Employees (CoE) will be strengthened through action plans in order to ensure full compliance with legislation and Treasury requirements. The Office of the Military Ombud will invest in talent management in order to ensure that it has the right combination of talent and retain scarce skills.
Financial	<p>Owing to South Africa's gross domestic product growth projections of approximately 1%, the inflation rate of about 6%, the Office should not expect a growth in the budget allocation. This should be considered against the present high cost of South Africa having to service international loans, the pressure on government to provide free education, the social grants, national health insurance, and the priorities of the Medium Term Strategic Framework focussing on socio-economic development of the country.</p> <p>The Office will continue to develop plans to prioritise and work more efficient and effective.</p>
Information Communication and Technology	The Office will strengthen its IT policy, strategy and plans by institutionalising an IT Governance Framework, including the securing and development of IT platforms commensurate with specific requirements. The institutionalisation of the latter Framework will be achieved by monitoring and evaluating its investment in, and expenditure on IT thereby ensuring that information assets are managed effectively.
Ethics and Integrity	<p>Ethics and Integrity are of utmost importance within the Office to ensure independence and objectivity and thus are included in the Office's Code of Conduct and the Values.</p> <p>The intention of including Ethics and Integrity into the Code of Conduct and as a value was primarily to strengthen the Office's measures for managing ethical conduct and promoting integrity.</p>
Governance and Risk	<p>The Office will continue to dedicate and commit its efforts towards an effective enterprise risk management approach by the following:</p> <ul style="list-style-type: none"> • The development and implementation of a Risk Management Policy, which will direct the Office towards an integrated, structured and systematic risk management process. <p>The Military Ombud enterprise risks continue to be subjected to regular monitoring and scrutiny by relevant management committees and supervisory governance structures such as the Executive Committee (EXCO) and Management Committee (MANCO). A need for training has been identified and members of the Office will be trained to capacitate them fully to execute the risk management function.</p> <p>Risk management is substantially embedded in the strategic management process of the Office of the Military Ombud striving towards the optimal achievement of the Office's outputs.</p>

PART C: MEASURING OF THE MILITARY OMBUD PERFORMANCE

MILITARY OMBUD PERFORMANCE INFORMATION

Over the 2019-2024 MTSF period, the Office will continue to support the Government’s priorities and ultimately the National Development Plan, Vision 2030 as well as the NDP 5 year Implementation Plan. To ensure the Office’s alignment with the National, Provincial and Local Government Planning Cycle, as articulated in the Revised Framework, as reflected in Figure 6 below, the Office will update its current Strategic Planning Framework.

Figure 5: National, Provincial and Local Government Planning Alignment

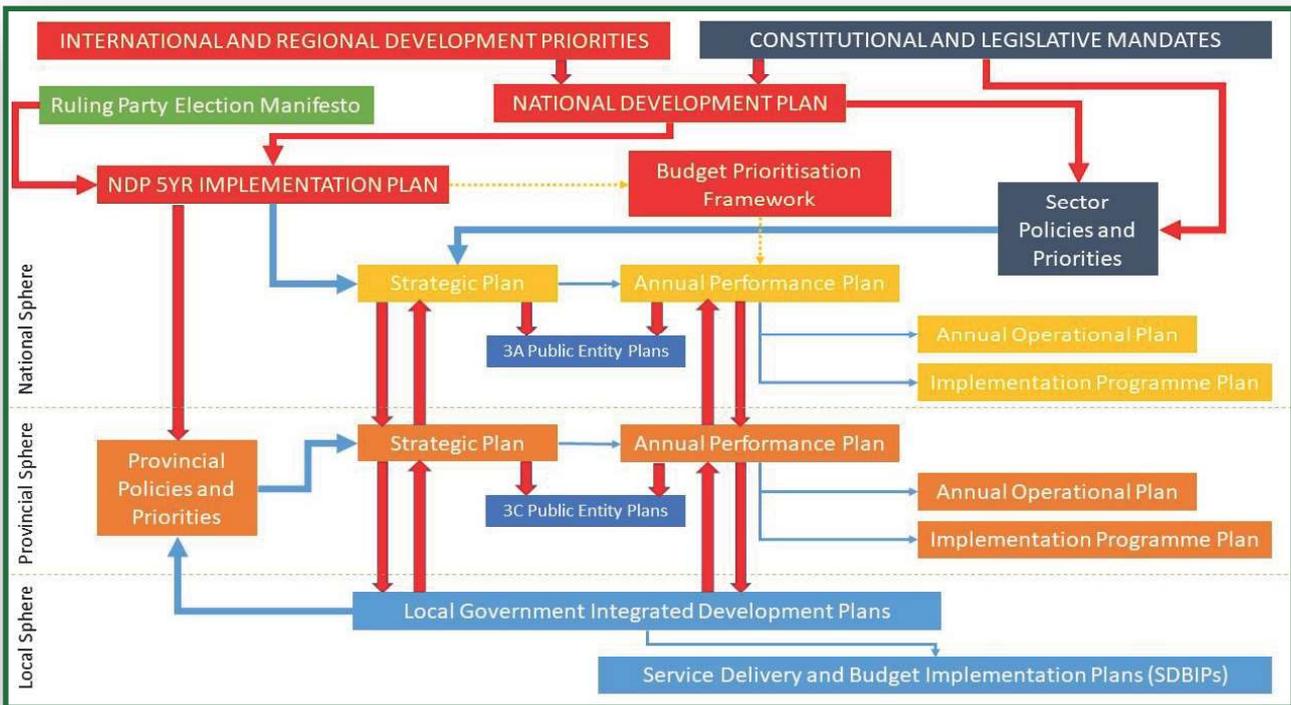
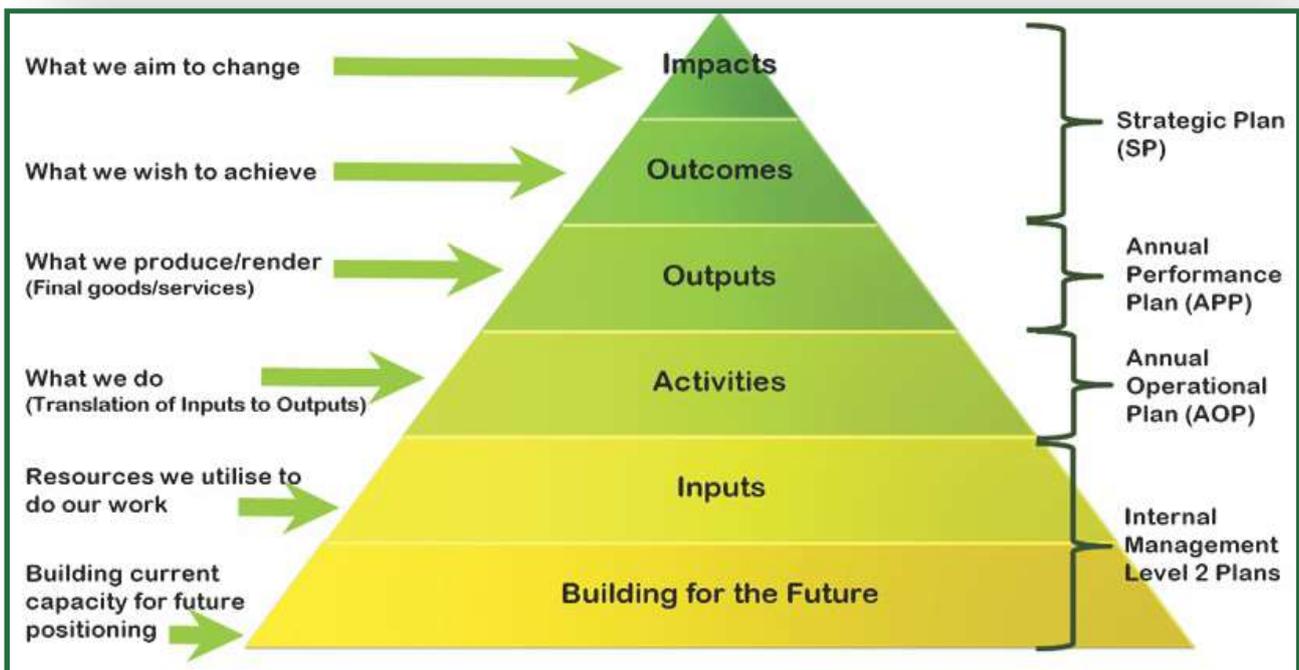


Figure 6: Logic Model (Result Based Concepts)



The updated/revised strategic planning framework will continue to provide the norms and standards within which the Office will ensure that the result-based planning, budgeting, reporting and risk management process are executed in the realisation of the mandate.

Measuring the Impact Statement of the Military Ombud. For the Office to ensure alignment with its legislative mandate, the impact statement is reflected in table 5 below:

Table 5: Impact Statement

Impact Statement	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.
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Measuring of the Outcomes of the Military Ombud. The detailed performance outcomes in support of the above Impact Statement is provided in the table 6 below.

Table 6: Measuring of Outcomes

Outcome	Outcome Indicator	Baseline	Five Year Target
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%
Accountable and effective governance of the Office of the Military Ombud	Percentage of Military Ombud accountability documents submitted in accordance with National prescripts	100%	100%

The outcomes of the Office as defined above highlight what the Office aims to achieve. The two strategic outcomes are directly related to/aligned with the legislative mandate of the Office and the MTSF 2020-2025 priorities of government.

Table 7: Outcome 1

Outcome 1	Fair, economical and expeditious resolution of written complaints
	This outcome encompasses the purpose of the Office and includes the following three main elements: <ul style="list-style-type: none"> • That 75 % of all simple written complaints submitted are investigated and resolved • That 70% of all complex matters are investigated and resolved; and • That 75% of all carried over matters are investigated and resolved.
Baseline	73%
Justification	Outcome 1 directly relates to the mandate of the Office.
Links	MTSF - Priority 7: "Better Africa and World". (main contribution) National Development Plan Sustainable Development Goals
Output 1 Performance Indicator	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud
Output 1 target	73%

Annual Targets	Target FY2020/21	Target FY2021/22	Target FY2022/23	Target FY2023/24	Target FY2024/25
Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	73%	73%	73%	73%	73%
Outcome 2 Performance Indicator	Percentage investigation and resolution of complex complaints annually				
Output 2 target	70%				

Table 8: Outcome 2

Outcome 2	Accountable and effective governance of the Office of the Military Ombud				
Short Definition	The Outcome is related to appropriate organisational form and structure, effective, efficient and economic resource administration (human resources, financial, logistic and ICT); including the establishment of internal administrative policies, systems, controls and assurance to direct, manage, monitor, control and report on the resources allocated to the Office. This outcome refers to the following Outcome Indicator: Percentage of Military Ombud accountability documents submitted in accordance with National and Legislative Prescripts.				
Baseline	All activities and principally administrative activities to ensure or enhance compliance with the National Regulatory Framework.				
Justification	The importance of Outcome 2 relates to the degree to which the Office adheres to and abides by the National Regulatory Framework, to ensure transparency, accountability, compliance and good citizenship in general.				
Links	MTSF - Priority 6: "A capable, ethical and developmental state".				
Outcome 2 Performance Indicator	Percentage of Military Ombud accountability documents submitted in accordance with National Prescripts				
Outcome 2 Target	100%				
Annual Targets	Target FY2020/21	Target FY2021/22	Target FY2022/23	Target FY2023/24	Target FY2024/25
Percentage of Military Ombud accountability documents submitted in accordance with National Prescripts	100%	100%	100%	100%	100%

PLANNED PERFORMANCE OVER THE 2020-2025 MEDIUM TERM STRATEGIC FRAMEWORK PERIOD

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

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

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

- Outcome 1 addressed the direct contribution of the Office of the Military Ombud towards MTSF Priority 7 of the MTSF 2019 – 2024.
- The Office will indirectly contribute towards the following MTSF Priorities as follows:

Outcome 1: A Capable, Ethical and Developmental State

Outcome 6: Social Cohesion and Safe Communities

Outcome 7: A Better Africa and World

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

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

ORGANISATIONAL IMPERATIVES

Minister of Defence and Military Veterans Priorities. Ministerial Priorities 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 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. The Military Ombud during numerous management meetings including communication periods expressed his priorities/direction for the MTEF period. The Office must focus its attention to the resolution of complaints and all efforts must be in support of this. The priorities for the planning cycle were confirmed to be as follow:

- The Improving of the turn-around time for the resolution of complaints.
- Improving the image and reputation of the Office of the Military Ombud.
- Strengthen and foster good stakeholder relations (Office of the Minister, Secretary for Defence and the Office of CSANDF).
- To continue to obtain support on the long term goal of establishing the Office as a Schedule 3 Entity.
- Facilitate the institutionalisation of the approved ministerial directives.
- The effective, efficient management of all resources within the Office.
- Ensuring that the Office comply and adhere to Governments expectations, announcements and guidelines.
- Institutionalisation of the approved core and support values of the Office.

ENTERPRISE RISK MANAGEMENT

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

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

The key to an economical and efficient risk program is control over the risk management 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 Risks 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. This endeavour is geared towards ensuring that enterprise risks are identified, taking into

consideration the continually evolving risks caused by advances in technology and a greater reliance on intangible assets, and to provide reasonable assurance in view of achieving organisational outputs. The key risks identified and aligned to the strategic outcomes of the organisation are included in Table 9.

Table 9: Enterprise Risks with Risk Mitigation

Risk Ref No	Risk Description	Risk Response
MO01/19	<p>The <u>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>
MO02/19	<p>The <u>independence of the Office is at risk</u>. The credibility of the Military Ombud to deliver on the mandate is compromised due to a lack of understanding and trust by all stakeholders.er legislation (PFMA) wrt reporting timeframes.</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. The MOD&MV on 25 October 2019 signed a ministerial directive on the powers and authority of the Military Ombud. The aim of the directive was to direct the Secretary for Defence in his capacity as the Head of the Department (HOD) and Accounting Officer (AO) to put in place measures, structures and system to facilitate the independence of the Office of the Military Ombud. A task team was appointed to investigate and compile a proposed action plan.</p>
MO01/20	<p><u>Shortfall on Compensation of Employees (CoE) Budget</u>. Since the Office were created as a line-item, numerous requests was 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>

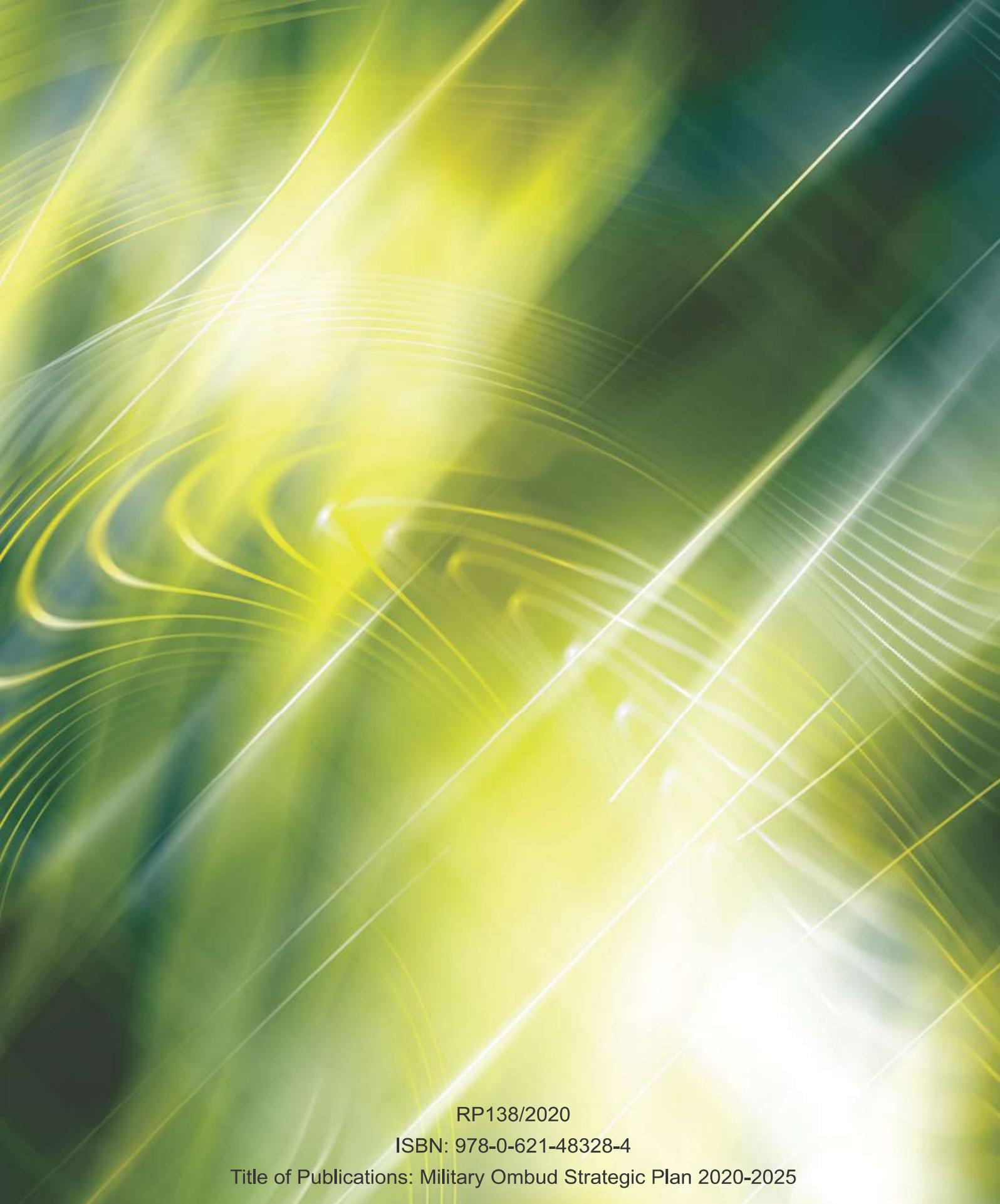
PART D: TECHNICAL INDICATOR DESCRIPTION

Indicator Title	PERCENTAGE OF WRITTEN COMPLAINTS RESOLVED, FAIRLY, ECONOMICALLY AND EXPEDITIOUSLY WITHIN THE OFFICE OF THE MILITARY OMBUD
Definition	<p>The Military Ombud Act 4 of 2012 establishes the Office with the objective to investigate and ensure that complaints are finalised in a fair, economical and expeditious manner. The Military Ombud Complaints Regulations, 2015 prescribes in Regulations 5, 6 and 7 that:</p> <ol style="list-style-type: none"> 1. The Ombud must issue a written acknowledgment of receipt, including the case reference number to the complainant within 14 days of receipt of the complaint. 2. The Ombud must, within 21 days after issuing an acknowledgment of receipt in writing, notify the complainant of his or her decision to investigate the complaint; refuse to investigate the complaint or request additional information or clarity on the information submitted. 3. The Ombud may condone the late submission of a complaint and must inform the complainant of the outcome of the application within 28 days of receipt thereof. 4. The Ombud must investigate complaints subject to the provisions of the Act and resolve it.
Source of Data	Complaints Register
Method of Calculation or Assessment	<p>Score (% Progress) = (total number of simple complaints resolved per annum + total number of complex complaints resolved per annum + carry over complaints resolved within an annum) / 3</p> <p><u>Simple complaints Score</u> = The measure will be calculated as follows:</p> <ol style="list-style-type: none"> 1. Number of simple complaints received during the Financial Year / Number of simple complaints resolved within 180 days. 2. Turn Around Times to be calculated as Number of Days from Date of Receipt to Number of Days until resolved. 3. Resolved to include quick resolution matters, matters resolved via ADR, referred and dismissed at Intake level. <p><u>Complex Complaints Score</u> = The measure will be calculated as follows:</p> <ol style="list-style-type: none"> 1. Number of complex complaints received during the Financial Year / Number of complex complaints resolved within annually. 2. Turn Around Times to be calculated as Number of Days from Date of Receipt to Number of Days until resolved. 3. Resolved to include matters investigated and investigation reports submitted to the Minister <p><u>Carry Over Complaints Score</u> = The measure will be calculated as follows:</p> <ol style="list-style-type: none"> 1. Number of carry over complaints received / Number of carry over complaints resolved annually. 2. Turn Around Times to be calculated as Number of Days from Date of Receipt to Number of Days until resolved. 3. Resolved to include matters investigated and investigation reports submitted to the Minister 4. Carry Over Complaints means all outstanding complex at the end of the Financial Year
Assumptions	-
Disaggregation of Beneficiaries (where applicable)	-
Spatial Transformation (where applicable)	-
Desired Performance	73%
Indicator Responsibility	Chief Director Operations

Indicator Title	PERCENTAGE OF MILITARY OMBUD ACCOUNTABILITY DOCUMENTS SUBMITTED IN ACCORDANCE WITH NATIONAL PRESCRIPTS
Definition	<p>The indicator describes the compliance by the Office in terms of the annually approved timeline for Planning, Budgeting, Reporting and Risk Management that directs the development of accountability documents for submission to the Minister of Defence and Military Veterans (MOD&MV) for processing as per the National prescripts.</p> <p>Accountability documents to be submitted by the Military Ombud to the MOD&MV for Tabling in Parliament included in this indicator as per the Strategic Planning Framework are:</p> <ol style="list-style-type: none"> 1. Policy Development – Policy Documents 2. Strategic Planning – Strategic Plan (5 years) and Annual Performance Plan 3. Business Planning and Budgeting 4. Implementation and In/End Year Reporting – Quarterly Reports and Annual Reports 5. Risk Management 6. End of Term Reporting
Definition Source of Data	Higher Order Policy
Method of Calculation or Assessment	<p>Actual number of accountability documents submitted divided by total number of accountability documents required to be submitted.</p> <p>Y = Total number of accountability documents submitted in accordance with legislative/national prescripts.</p> <p>T = Total number of accountability documents required to be submitted.</p> <p>SCORE = Y/T X 100%</p>
Assumptions	-
Disaggregation of Beneficiaries (where applicable)	-
Spatial Transformation (where applicable)	-
Desired Performance	100%
Indicator Responsibility	Chief Corporate Support



INDEPENDENT AND IMPARTIAL



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