Annual Performance PLAN

2026/27 MTEF



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

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OFFICE OF THE MILITARY OMBUD

ANNUAL PERFORMANCE PLAN

2026/27 MTEF

Date of tabling: **25 March 2026**

defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

OFFICE OF THE MILITARY OMBUD GENERAL INFORMATION

This 2026/27 Annual Performance Plan for the Office of the Military Ombud is compiled with the latest available information to the Office.

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LIST OF ABBREVIATIONS/ACRONYMS

List of abbreviations used in the Office of the Military Ombud Annual Performance Plan:

A	
AOMA	African Ombudsman and Mediators Association
APP	Annual Performance Plan
C	
CSOs	Civil Society Organisations
COE	Compensation of Employees
D	
DOD	Department of Defence
DPME	Department Planning, Monitoring and Evaluation
F	
Fin	Finance
FOSAD	Forum of South African Directors-General
FY	Financial Year
I	
ICT	Information and Communication Technology
IOI	International Ombudsman Institute
M	
MOD&MV	Minister of Defence and Military Veterans
MRI	Master Record Index
MP	Member of Parliament
MTDP	Medium-Term Development Plan
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
N	
NDP	National Development Plan Vision 2030
NGP	New Growth Path
P	
PFMA	Public Finance Management Act
R	
RBM	Results-Based Model
S	
SANDF	South African National Defence Force
SDG	Sustainable Development Goal
SONA	State of the Nation Address
W	
WYPD	Women, Youth and Persons with Disabilities

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FOREWORD BY THE MINISTER OF DEFENCE AND MILITARY VETERANS, THE HONOURABLE MS M.A. MOTSHEKGA, MP



It is my honour to present the Annual Performance Plan of the Office of the Military Ombud for the 2026/27 financial year, reaffirming the government's commitment to robust democratic oversight, ethical governance, and the protection of human rights within the defence environment.

The effectiveness and legitimacy of our defence force depend on good governance, accountability, and respect for the rule of law. The Military Ombud plays a vital role in upholding these principles, providing an independent and accessible channel for addressing grievances and ensuring that fairness and transparency are central to the South African National Defence Force (SANDF).

Over the past decade, the Office has made significant progress in promoting independent investigations, strengthening stakeholder engagement, and raising public awareness. The government recognises the ongoing challenges posed by resource constraints and institutional dependencies. It remains committed to supporting the Office's efforts to enhance operational efficiency, strengthen independence, and leverage technology to improve service delivery.

Public awareness and outreach are fundamental to the effectiveness of ombuds institutions. We are committed to ensuring that the Military Ombud's services are accessible to all, including women, youth, and persons with disabilities. Strategic partnerships with academic institutions, civil society, and international bodies further reinforce our efforts to build a more accountable and professional SANDF.

Transparency, accountability, and ethical leadership are at the core of our approach to defence governance. Independent oversight by the Office of the Military Ombud is constructive and essential, enhancing public trust in the SANDF and supporting continuous improvement. The promotion of dignity, equality, and zero tolerance for gender-based violence and discrimination is non-negotiable.

In conclusion, the Office of the Military Ombud is a vital pillar of democratic oversight and good governance within the SANDF. Government remains committed to supporting the Office in executing its mandate effectively, in alignment with the Medium-Term Development Plan 2024–2029 and the National Development Plan Vision 2030. Together, we reaffirm our collective responsibility to the people of South Africa and to the democratic values enshrined in our Constitution.

I sincerely appreciate the Military Ombud, Lieutenant General (Retired) V.R. Masondo, and his dedicated team for their unwavering commitment to fairness and oversight in the Defence Force.

I fully endorse the Office of the Military Ombud Annual Performance Plan for the 2026/27 Medium-Term Expenditure Framework and support its successful implementation within the available resources.

HONOURABLE MS M.A. MOTSHEKGA
MINISTER OF DEFENCE AND MILITARY VETERANS, MP

Date: 12 March 2026

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FOREWORD BY THE SOUTH AFRICAN MILITARY OMBUD LIEUTENANT GENERAL (RETIRED) V.R. MASONDO



It is with great honour and responsibility that I present the Annual Performance Plan for the Office of the Military Ombud for the 2026/27 financial year. This plan sets out our strategic direction and performance commitments, building on the foundation of our Strategic Plan 2025–2030 and reflecting our unwavering dedication to fairness, impartiality, and accountability within the SANDF.

Since its establishment under the Military Ombud Act, Act No. 4 of 2012, the Office has worked tirelessly to investigate and resolve complaints impartially and efficiently, ensuring that the rights of SANDF members and the public are protected. Our efforts are guided by the principles of good governance, transparency, and ethical conduct—values that are essential to building public trust in our defence institutions.

Over the past year, we have made significant progress in strengthening our governance structures, improving the efficiency of our complaint resolution processes, and expanding our stakeholder engagement. Our efforts to advance digital transformation, legislative reform, and staff development ensure that we remain responsive to the evolving needs of our stakeholders.

We recognise the challenges posed by limited resources and operational demands, but our commitment to inclusivity remains steadfast. This plan addresses these challenges by outlining targeted interventions to strengthen institutional independence, enhance operational efficiency through improvements to the complaint process, and improve stakeholder engagement.

Looking ahead, we are determined to consolidate our gains, expand our outreach, and further enhance our operational effectiveness, ensuring that the Office of the Military Ombud remains a trusted and effective institution. We will continue to participate actively in international ombudsman forums, fostering knowledge sharing and best practices in military oversight.

I wish to express my sincere appreciation to the Minister of Defence and Military Veterans, our partners, and the dedicated staff of the Office for their unwavering support and commitment to service excellence. Together, we will continue to strengthen military oversight, promote ethical governance, and safeguard the rights and dignity of all SANDF members.

The Office of the Military Ombud Annual Performance Plan for 2026/27 will be successfully implemented within the available resources.

(LIEUTENANT GENERAL [RETIRED] V.R. MASONDO)
MILITARY OMBUD

Date: 23 February 2026

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OFFICIAL SIGN-OFF

It is hereby certified that this Annual Performance Plan:

- Was developed under the guidance of the Military Ombud.
- Considers all relevant policies, legislation and other mandates for which the Military Ombud is responsible.
- Was prepared in line with the current Office of the Military Ombud Strategic Plan (2025-2030) dated 17 June 2025.
- Accurately reflects the outcomes, outputs, activities and targets which the Office of the Military Ombud will endeavour to achieve given the resources made available in the budget for the 2026/27 MTEF.

MRS E.C. CLAASSENS
ACTING CHIEF CORPORATE SUPPORT

Date: 09 February 2026

MR T. MTHETHWA
ACTING DEPUTY MILITARY OMBUD

Date: 09 February 2026

LIEUTENANT GENERAL [RETIRED] V.R. MASONDO
MILITARY OMBUD

Date: 23 February 2026

HONOURABLE MS M.A. MOTSHEKGA
MINISTER OF DEFENCE AND MILITARY VETERANS

Date: 12 March 2026

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PART A

OFFICE OF THE MILITARY OMBUD MANDATE

CONSTITUTIONAL AND LEGISLATIVE MANDATES

The Office of the Military Ombud derives its mandate from the Constitution of the Republic of South Africa, 1996, specifically:

- **Chapter 2 (Bill of Rights)**. Upholding the fundamental rights of all persons, including members and former members of the SANDF, and the public.
- **Chapter 3 (Co-operative Government)**. Promoting accountable, ethical, and trans-parent governance within the defence sector.

UPDATES TO THE RELEVANT LEGISLATION AND POLICY MANDATES

There are no updates to the Office of the Military Ombud legislation.

The mandate of the Office, as set out in the Military Ombud Act, Act No. 4 of 2012, is to investigate and ensure that complaints are resolved fairly, economically, and expeditiously. The mandate of the Office in terms of Section 4 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.

Section 4 states that for Section 4(2), conditions of service bear the same meaning assigned to it under Section 1 of the Defence Act, Act No. 42 of 2002, as amended.

The Office's primary legislative framework is reflected in Table 1 below.

Table 1: Constitutional and Legislative Mandates

Legislation/Framework	Section	Relevance to Mandate
Military Ombud Act, 2012 (Act No. 4 of 2012)	All, Section 4	Establishes Office, powers, and functions
Defence Act, 2002 (Act No. 42 of 2002)	Section 1	Defines "conditions of service"
Military Ombud Complaints Regulations, 2015	All	Complaints process
Public Finance Management Act, 1999 (Act No. 1 of 1999)	Section 45	Responsibilities of other Officials
Labour Relations Act, 1995 (Act No. 66 of 1995)	All	Labour rights
Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)	All	Employment standards
Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)	All	Fair administrative action
Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)	All	Access to information
Protection of Personal Information Act, 2013 (Act No. 4 of 2013)	All	Data privacy
Country Gender Indicator Framework (CGIF)	All	Gender equity
Gender-responsive Planning, Budgeting, Monitoring, Evaluation and Gender Auditing Framework (GRPBMEGAF)	All	Gender mainstreaming

Table 2 below provides an overview of the Office of the Military Ombud's International Agreements.

Table 2. Office of the Military Ombud International Agreements

International Agreements	
International Ombudsman Institute	The Office participates as a fully paid member of the IOI, attending both virtual and in-person meetings and training opportunities. The International Ombudsman Institute (IOI) is an international organisation that collaborates with more than 150 Ombudsman Offices. It was founded in 1978 to address public complaints about decisions, actions, or omissions by the public administration. The role of the Ombudsman is to protect citizens from violations of their rights, abuse of power, errors, negligence, unfair decisions, and maladministration, thereby improving public administration and the accountability of public officials. Further, the IOI encourages information exchange at the regional and international levels.
African Ombudsman and Mediators Association (AOMA) and African Ombudsman Research Centre	The Military Ombudsman speaks on webinars sponsored by the AOMA and the African Ombudsman Research Centre.
Geneva Centre for Security Sector Governance	The Military Ombud attends the Geneva Centre for Security Sector Governance Foundation Council meetings in June and December each year and votes on new members as a Foundation Council member.

International Agreements	
International Conference of Ombuds Institutions for the Armed Forces	The Office attends the Conference annually. The Military Ombud presents a research paper on the topic to be discussed at this conference.

In terms of the prevailing legislation, the following executive functionaries, as listed below, are relevant to the Office:

- The President of the Republic of South Africa is the Head of State and the Head of the National Executive. The President exercises Executive Authority in conjunction with the members of the Cabinet. As head of the National Executive, the President appoints the Military Ombud and Deputy Military Ombud (Military Ombud Act, Act No. 4 of 2012).
- The President appoints the Minister of Defence and Military Veterans (MOD&MV) as the Cabinet Member. The Military Ombud must recommend the appropriate relief for implementation to the Minister where he upholds a complaint, and the Minister may assign any additional functions that are not inconsistent with the Act to the Military Ombud.
- The President appoints the Military Ombud to ensure that complaints are resolved in a fair, economical and expeditious manner following the mandate of the Office as prescribed in the Act. The core functions of the Military Ombud, as derived from the mandate of the Office, include the following:
  - Investigate complaints lodged with the Office.
  - Investigate a complaint economically, fairly and expeditiously without fear, favour or prejudice.
  - Resolve any dispute through mediation, conciliation, negotiation, or in an expedient manner.
  - Promote the observance of the fundamental rights of the members of the SANDF.
  - Establishment and maintenance of an appropriate Office Human Resource function.
  - Establishment and maintenance of an appropriate Office Financial function.
  - Establishment and maintenance of an appropriate Reporting function.
  - Developing and implementing policies, strategies, plans and procedures supporting the Office mandate.

UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The Office policies and strategies outlined in Table 3 will continue to provide strategic direction for the Office during the 2026/27 Medium-Term Expenditure Framework (MTEF).

Table 3. Office of the Military Ombud Policies and Strategies for 2026/27 MTEFF

No	Policy and Strategy Names	Short Description
1	**Complaints Handling Manual**	Once revised and approved, the Complaints Handling Manual outlines the process for resolving complaints, from intake and analysis through investigation and resolution.
2	**Governance, Risk Management and Compliance Framework**	Once revised and approved, the Office of the Military Ombud Framework for Governance, Risk Management and Compliance will direct and ensure effective governance (oversight, leadership and accountability), risk management (risk identification, assessment, mitigation, and monitoring), and compliance with laws, regulations and policies.
3	**Corporate Communication and Marketing Strategy**	Once revised and approved, the Corporate Communication and Marketing Strategy will provide a coordinated, focused approach to ensure effective communication with both internal and external stakeholders, thereby promoting the Office's mandate.

UPDATES TO RELEVANT COURT RULINGS

The Office has no specific court rulings that have a significant, ongoing impact on its operations or service delivery obligations.

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PART B

OFFICE OF THE MILITARY OMBUD
STRATEGIC FOCUS

OFFICE OF THE MILITARY OMBUD CONTRIBUTION TO NATIONAL IMPERATIVES

National Development Plan (NDP) Vision 2030. The NDP Vision 2030 remains the national long-term development plan. It aligns with South Africa's international commitments to reduce unemployment, poverty, and inequality on the continent and globally. During the MTEF planning period, the Office will contribute to the NDP Vision 2030 by promoting accountable governance and building a capable and ethical state.

The Office will continue to investigate complaints fairly, economically and expeditiously, without fear, favour, or prejudice, to enhance public trust, which is essential for a capable state. Increasing awareness of the Office's role and function will strengthen civil-military relations.

The Office will establish and maintain appropriate management and resource support functions to ensure fiscal responsibility and a competent, ethical workforce that supports effective resource management, accountability and transparency.

Medium-Term Development Plan (MTDP) Priorities for 2024-2029. The approved MTDP Strategic for 2024-2029, dated 27 February 2025, serve as the foundation for the new administration. The MTDP Priorities for 2024-2029 are informed by the NDP 2030, the SDGs and the AU Agenda 2063. The Office **directly** contributes to governance, ethics, and accountability priorities and **indirectly** to socio-economic and nation-building priorities by promoting fair treatment, reducing inequality, and improving trust in public institutions.

The Office of the Military Ombud's specific contribution is indicated in *"Part C: Measuring the Office of the Military Ombud Performance"* under the respective subjects. Table 4 below illustrates the Office's direct and indirect contribution to the MTDP Priorities 2024-2029.

Table 4. Medium-Term Development Plan Priorities 2024-2029 and Military Ombud Linkages

MTDP Priority	Contribution Type	Relevant Military Ombud Outcome	Justification
Priority 1: Drive Inclusive Growth and Job Creation	Indirect Contribution	Fair, economical and expeditious resolution of complaints.	Addressing complaints relating to unfairness in service terminations, consideration for core service system translation and official conduct of members of the SANDF. Participation in the Department of Defence (DOD) internship programme.
Priority 2: Reduce Poverty and Tackle the High Cost of Living	Indirect Contribution	Fair, economical and expeditious resolution of complaints.	Addressing complaints relating to pension benefits, housing and medical support.
		Fair, economical and expeditious resolution of complaints.	Addressing complaints and improving the effectiveness of the SANDF, contributing to a safe and secure South Africa.
		Stakeholder awareness and engagement.	Evaluating the Office's effectiveness in raising public awareness of its mandate. Tracking engagement through events, media, and online platforms enables the assessment of messaging impact, fosters trust, enhances transparency, and strengthens stakeholder relationships.
Priority 3: Build a Capable, Ethical, and Developmental State	Direct Contribution	Effective Military Ombud governance and accountability.	Enhance public sector ethics, good governance, and accountability to ensure effectiveness.
		Fair, economical and expeditious resolution of complaints.	Addressing complaints and improving the effectiveness of the SANDF, contributing to a safe and secure South Africa.
		Stakeholder awareness and engagement.	Evaluating the Office's effectiveness in raising public awareness of its mandate. Tracking engagement through events, media, and online platforms enables the assessment of messaging impact, fosters trust, enhances transparency, and strengthens stakeholder relationships.

Sustainable Development Goals (SDGs) 2030. The SDGs aim to transform the world by 2030. They are a call to action to end poverty and inequality, protect the planet, and ensure that everyone enjoys health, justice, and prosperity. The Office of the Military Ombud will directly contribute to SDG 8: *Decent Work and Economic Growth* and SDG 16: *Peace, Justice, and Strong Institutions* and indirectly support goals related to poverty reduction, gender equality and reduced inequalities by:

- Promoting fair labour practices and safe working conditions for the Office.
- Investigating complaints, investigating human rights violations and promoting accountability within the SANDF.

African Union (AU) Agenda 2063. The AU Agenda 2063 is a strategic framework designed to transform the socio-economic landscape of the African continent and to silence the guns. This agenda focuses on accelerating the implementation of past and current continental initiatives to promote growth and sustainable development.

Over the MTEF period, the Office will continue to advance the goals of a peaceful, integrated and prosperous Africa with a strong cultural identity contributing to Aspiration 3, *"An Africa of good governance, democracy, respect for human rights, justice and the rule of law"* and Aspiration 4, *"A peaceful and secure Africa"*. The Office will ensure that submitted complaints are investigated fairly, efficiently, and expeditiously, thereby promoting good governance, respect for human rights, and the rule of law.

State of the Nation Address 2025 and 2026. Aligned with the priorities articulated in the 2025 and 2026 State of the Nation Address, the Office of the Military Ombud will continue to advance the government's vision of a capable, ethical, and people-centred state by strengthening accountability, oversight, and rights-based governance within the defence environment.

While SONA 2025 emphasised ethical public service, institutional integrity, and nation-building as part of creating "a nation that works for all", SONA 2026 marks a decisive shift toward combating organised crime and enhancing internal security through expanded SANDF deployments in support of SAPS and intensified intelligence-led operations.

This operational shift underscores the need for robust, independent military oversight to safeguard constitutional values and ensure that SANDF members operate within lawful, fair, and ethical standards.

Accordingly, in 2026, the Office will enhance its investigative capacity, strengthen systemic reporting to Parliament, and increase proactive monitoring of compliance with human rights and governance norms.

By doing so, the Office will uphold fairness, transparency and accountability in an expanded operational landscape while contributing meaningfully to the national agenda of restoring public trust, reinforcing the rule of law and supporting a capable developmental state.

The National Growth Path (NGP). The NGP is a strategic framework for fostering inclusive, sustainable, and equitable economic development. Its core objective is to stimulate economic growth while addressing key socio-economic challenges, including unemployment, poverty and inequality. This path focuses on leveraging national resources, enhancing productivity and encouraging investment in key sectors to drive long-term prosperity. The Office will continue to support the NGP by:

- Promoting fair labour practices, career development, leadership opportunities and employing interns for experiential learning.
- Strengthening governance and accountability within the Office by promoting ethical leadership, transparency and accountability through the organisational and individual values of the Office.

The Forum of South African Directors-General (FOSAD). The FOSAD Cluster is a coordination mechanism that brings together Directors-General from various government departments to enhance integrated governance and ensure effective implementation of government policies and priorities. The FOSAD Cluster operates within the broader cluster system, aligning its work with ministerial clusters that focus on different areas of government policy.

The Office supports FOSAD's goals by promoting accountability, enhancing complaint resolution and fostering collaboration among departments. The Office advocates for FOSAD's commitment to clean governance and ethical leadership through transparent reporting and recommendations.

Contribution to Women, Youth, and Persons with Disabilities (WYPD). The Office endeavours to achieve and sustain the MTDP 2024-2029 priorities concerning WYPD. The Office will continue to support the WYPD by addressing discrimination, fostering inclusive opportunities and advocating for fair treatment through the resolution of complaints. Procurement expenditures and staff composition contribute to empowering the designated groups. All designated groups have equal access to career development and leadership opportunities within the Office.

The Office has nine (9) Senior Management Service (SMS) positions. Out of these 9 posts, three (3) are vacant. Currently, one post is held by a woman, representing 20% of women and 0% of persons with disabilities. The Office is awaiting the appointments of SASSETA Interns for FY2026/27.

OFFICE OF THE MILITARY OMBUD CONTRIBUTION TO DEPARTMENTAL IMPERATIVES

MINISTER OF DEFENCE AND MILITARY VETERANS' PRIORITIES FOR THE FY2026/27 TO THE FY2028/29

The Office contributes to achieving MOD&MV's priorities by promoting fairness, inclusivity, ethical leadership, operational efficiency, and public trust within the DOD.

- **Priority 1: Defend and Protect the RSA and support government imperatives to promote stability, development, and prosperity regionally and continentally.** The Office plays a vital role in safeguarding soldiers' rights and welfare. This upholds the "Soldier First" principle and boosts morale and discipline. By offering a neutral space for members to raise concerns and ensuring these issues are addressed fairly, the Ombud fosters trust among personnel, enhancing overall morale and cohesion. This aligns with Priority 1 by encouraging ethical behaviour, fairness, and operational effectiveness—key elements for a professional, ready force.
- **Priority 3: Ensure effective governance, administration and control, ensuring legislative compliance.** The Ombud investigates complaints from SANDF members and the public, supporting Priority 3 by addressing unfair treatment, injustice, and unethical conduct. It promotes accountability, transparency, and inclusivity by recommending fair solutions and helping uphold ethical standards and diversity. Its impartial investigations enhance governance, hold leaders accountable, and strengthen the DOD's control environment. The Office also uses digital tools to improve efficiency, transparency, and HR development by ensuring fair treatment and resolving systemic personnel issues.



VISION

To be a trusted, independent, impartial and expeditious Military Ombud Institution that upholds fairness, transparency and ethical governance, contributing to professionalism, inclusivity and accountability within the SANDF.

MISSION

To investigate complaints, protect the fundamental rights of SANDF members, former members and the public and drive systemic reforms to enhance accountability, good governance and service conditions within the SANDF.

ORGANISATIONAL VALUES

The Office has committed to values rooted in individual values, the Office's code of conduct and organisational cohesion.

- **Confidentiality.** We ensure all information is treated with confidentiality.
- **Accountability.** We are responsible for our decisions and actions.
- **Impartiality.** We aim for fairness by balancing conflicting interests and fundamental rights.
- **Integrity.** We value ethical conduct and honesty.
- **Transparency.** We strive to be open and strike a balance of fairness.

INDIVIDUAL VALUES

In support of the organisation's values, the following supporting values have been institutionalised within the Office:

- **Commitment.** We are dedicated to achieving the organisation's objectives.
- **Teamwork.** We take joint responsibility through teamwork.
- **Courtesy.** We continue to show politeness, attitude and behaviour towards stakeholders.
- **Professionalism.** We aim to provide the highest quality service to all stakeholders.

OFFICE OF THE MILITARY OMBUD STRATEGIC INTENT AND PRIORITIES FOR THE 2026/27 MEDIUM-TERM EXPENDITURE FRAMEWORK

STRATEGIC INTENT

The Office of the Military Ombud is committed to ensuring fairness, accountability and the promotion of the fundamental rights of SANDF members and the public through independent and impartial investigations. Guided by impartiality, efficiency and transparency, the Office aims to build trust, promote fairness and resolve complaints effectively. This approach contributes to the SANDF's well-being and morale.

STRATEGIC PRIORITIES

- **Strategic Priority 1. Strengthening Independent and Impartial Investigations.**
  - Ensure timely, transparent and fair investigations into complaints by current and former members of the SANDF and the public.
  - Build investigative capacity by training staff in best practices for impartial investigations and leveraging technology to enhance efficiency and resolve complaints.
  - Develop mechanisms for monitoring, evaluating and improving investigation outcomes to strengthen complaints resolution.
- **Strategic Priority 2. Enhancing Accessibility, Awareness and Stakeholder Engagement.**
  - Conduct targeted outreach programmes and awareness campaigns to inform SANDF members, former members and the public about their fundamental rights and the Office role and functions.
  - Strengthen partnerships and collaboration with key stakeholders, including military leadership, parliamentary oversight bodies, civil society and SANDF members.
  - Enhance communication channels to improve awareness, transparency, accessibility, and engagement with SANDF members and the broader public.

- **Strategic Priority 3. Institutional Independence.**
  - Position the Office to ensure the effective execution of its mandate through a legislative review process and an Amendment Bill. The purpose is to ensure that all challenges experienced by the Office are addressed in the Military Ombud Amendment Bill.
- **Strategic Priority 4. Enhancing Institutional Capacity and Resource Management.**
  - Invest in training and professional development programs to enhance personnel's skills and knowledge.
  - Implement sound financial management practices to ensure transparency, account-ability and efficient utilisation of resources.
  - Develop, implement and regularly review policies, strategies, plans and procedures to enhance operational efficiency, adaptability and alignment with the Office's mandate and national regulatory frameworks.
  - Establish risk management strategies to identify, mitigate and manage operational risks proactively.
  - Strengthen monitoring, evaluation and reporting frameworks to improve accountability.
  - Leveraging technology to enhance case management and automate workflows, thereby streamlining internal processes and improving operational efficiency.
- **Strategic Priority 5. Operationalising the Ministerial Policy Directive on Enterprise Resource Support to Military Ombud as Signed on 25 October 2018.** The DOD and Office of the Military Ombud Workgroup will continue developing solutions and implementing the Ministerial Policy Directive.

OFFICE OF THE MILITARY OMBUD SITUATIONAL ANALYSIS FOR THE 2026/27 MEDIUM-TERM EXPENDITURE FRAMEWORK

The Office of the Military Ombud's situational analysis examines the external and internal factors that influence its mandate, impact and outcomes. This analysis is based on a strategic evaluation of the Office's dynamic, complex contextual environment.

EXTERNAL ENVIRONMENTAL ANALYSIS

The external environment refers to the factors outside the Office that impact the execution of its mandate. The Office operates in a complex, dynamic external environment, aiming to achieve its outcomes.

POLITICAL DIMENSION

The changing political landscape and electoral cycles affect defence policy, departmental priorities and parliamentary oversight. Advocating for legislative reforms is essential to enhancing operational independence and strengthening the Military Ombud's authority. Building partnerships with oversight bodies can significantly improve accountability, governance and transparency.

The Office will continue to engage with policymakers to enhance independence and establish strategic partnerships with oversight bodies, thereby strengthening its political influence. Stakeholder Awareness and Engagement will emphasise the Ombud's role in promoting the fundamental rights of SANDF members, investigating and resolving complaints and fostering public trust through *Outcome 3: Stakeholder Awareness and Engagement.*

ECONOMIC DIMENSION

Fiscal constraints, including budget reductions and inflation, limit the Office's ability to expand resources and operations. Budget dependency on the DOD for funding restricts financial autonomy.

The Office has been seeking ways to enhance its operational efficiency, particularly in relation to its perceived independence and impartiality, which are key enablers of its work. Given prevailing fiscal constraints and the declared intention to rationalise the state, proposals to change the organisational form of the Military Ombud function needed to be well considered and informed by a comprehensive analysis of the Office's functioning and prevailing concerns regarding its independence, or perceived lack thereof.

The Office will mitigate the impact of fiscal constraints on its human resources and operating budget allocation. It will continue to advocate for an independent budget allocation from the National Treasury and implement cost-saving measures to optimise resource allocation and financial sustainability. Developing resource plans and monitoring expenditures will enable informed decision-making, good governance, and accountability under *Outcome 1: Effective Military Ombud Governance and Accountability.*

SOCIAL DIMENSION

The Office strives to enhance public perception and trust, as evidenced by the growth of its public outreach programme, stakeholder engagement and participation in national events. Through these engagements, the Office aims to strengthen civil-military relations, promote the fundamental rights of SANDF members and increase awareness of complaint mechanisms.

Continued stakeholder engagement will enhance confidence in the Military Ombud's role and function, thereby improving public perception and trust, as outlined in *Outcome 3: Stakeholder Awareness and Engagement.*

TECHNOLOGICAL DIMENSION

Emerging technologies offer opportunities to improve complaint resolution processes, performance management, monitoring and evaluation. Leveraging technology to enhance case management will enhance complaint resolution timeframes. Automated workflows to streamline internal support will improve operational efficiency through *Outcome 1: Effective Military Ombud Governance and Accountability and Outcome 2: Fair, Economical, and Expeditious Resolution of Complaints.*

LEGAL DIMENSION

The Office initiated a process to update and amend the Military Ombud Act 2012 (Act No. 4 of 2012). The primary purpose was to address shortcomings in the Office's institutional structure, given the Act's challenges with accounting authority and the Office's persistent operational difficulties. The delay in legislative amendments hinders the transition to a fully independent entity.

To address this, the Office will continue to pursue legislative amendments to establish operational structures, including independent funding mechanisms and administrative support.

It will also collaborate with Parliament to expedite amendments to the Act, grant greater authority, and develop a structured legal advocacy plan to drive necessary reforms (Outcomes 1: Effective Military Ombud Governance and Accountability; *Outcome 2: Fair, Economical, and Expeditious Resolution of Complaints).*

INTERNAL ENVIRONMENTAL ANALYSIS

This internal context highlights the Military Ombud's organisational structure, resources and capabilities, which can impact its effectiveness and efficiency in handling complaints and promoting accountability within the government. By understanding these internal context elements, the Military Ombud can identify and manage risks that may arise within the Office, ensuring effective and efficient governance, risk management, complaint handling and compliance.

HUMAN RESOURCE

The Office boasts a multidisciplinary team with a wide range of skills and expertise, fostering a culture of continuous learning and development. The personnel comprise experienced lawyers, analysts, investigators, support managers, and support staff, each contributing their unique strengths to advance the mission.

The Office is dedicated to achieving representation targets in support of the Department of WYPD objectives. The Office will continue to develop and maintain effective human resource plans to recruit and retain skilled, qualified personnel with relevant expertise, thereby achieving *Outcome 1: Effective Military Ombud Governance and Accountability.*

FINANCE

The Office is a line item within the Defence Budget Vote, granting autonomy over its human resources and operating budget. However, the Office faces a significant challenge due to current budget constraints and the inability to fill critical positions, resulting in an inadequate support structure for employees' expansive responsibilities.

The Office will continue to advocate for independent budgetary allocations and diversify funding sources to reduce dependency on DOD processes.

Timely payment of legitimate supplier invoices within the 30-day threshold remains a priority, as the Office relies on the DOD to process invoices. It employs internal control measures to monitor progress, including document tracking and an invoice submission register to achieve *Outcome 1: Effective Military Ombud Governance and Accountability.*

SUPPLY CHAIN MANAGEMENT

The Office is well-resourced with modern offices and equipment, enabling staff to perform their daily tasks effectively. However, relying on the DOD supply chain processes poses significant challenges, as they are often unreliable and lead to delays. Furthermore, the Office's procurement requirements are not prioritised, resulting in delays in the finalisation of purchases and payments.

The inefficient procurement process damages the Office's reputation and jeopardises its ability to fulfil payment agreements.

To mitigate these risks, the Office will maintain vigilant oversight of contracts and procurement with the DOD, ensuring that all obligations are met and the organisation's interests are safeguarded (*Outcome 1: Effective Military Ombud Governance and Accountability*).

INFORMATION AND COMMUNICATION TECHNOLOGY

The Office can manage cases more efficiently, but the absence of an electronic case management system and an online complaint submission and tracking platform limits its capabilities. A non-functional website and the absence of integrated Information and Communication Technology (ICT) software for administration and planning further hinder the Office's ability to operate more efficiently.

The Office will continue to leverage technology to enhance case management and automate workflows, streamline internal processes, and improve record-keeping and operational efficiency (*Outcome 1: Effective Military Ombud Governance and Accountability*).

CAPABILITIES

The Office's notable strengths, which enhance its effectiveness and reputation, include expertise, collaborative research, impartiality and a defined complaint-handling process. Its international reputation and strategic stakeholder engagements position it as a reliable Military Ombud Institution.

Despite these strengths, the Office faces significant challenges that limit its impact. A lack of institutional independence, delayed implementation of recommendations, legislative shortcomings, and a lack of autonomy undermine its effectiveness. Addressing these challenges is essential for leveraging the Office's strengths and ensuring it can effect meaningful change, uphold fundamental rights and effectively serve its constituents.

While business processes are generally efficient, there is still potential to refine them to transform manual processes that hinder efficient data collection, reporting, monitoring, and evaluation. To address these challenges, implementing an electronic performance monitoring and evaluation system would provide management with real-time data to ensure operations and optimal outcomes (*Outcome 1: Effective Military Ombud Governance and Accountability*).

STAKEHOLDER ANALYSIS AND MANAGEMENT

The Office has established comprehensive communication strategies and programs to effectively engage with external stakeholders, as summarised in Table 5 below, to build relationships, share information and promote the Office's outcomes and outputs for the 2026/27 MTEF.

Table 5. Office of the Military Ombud External Stakeholders

Stakeholder	Characteristics/Attributes	Influence	Interest	Linkages with other stakeholders
Parliament	Parliamentarians, officials from relevant government departments Interested in oversight, policy, and funding	High	Medium	Ministry of Defence, military leadership, Civil Society Organisations (CSOs)
Ministry of Defence	Government department responsible for military affairs Interested in maintaining military discipline and effectiveness	High	Medium	Military leadership, government officials, parliamentarians
Military Leadership	Senior military officers Concerned about maintaining discipline, morale, and effectiveness	High	Medium	Ministry of Defence, military personnel, government officials
International Stakeholders	Interested in oversight, policy and education	Low	Medium	IOI DCAF AOMA
International Organisations	Global bodies focused on human rights, military affairs, and governance Interested in promoting best practices, standards, and accountability	Medium	Medium	Government officials, military leadership, CSOs
Civil Society Organisations (CSOs)	Human rights, veterans' affairs, and other advocacy groups Concerned about military personnel welfare, rights, and accountability	Medium	High	Military personnel, veterans' organisations, government officials
Academia and Research Institutions	Universities, think tanks, and research centres Interested in studying military affairs, governance, and human rights	Low	Medium	CSOs, government officials, military personnel
Military Personnel	Active duty, reserve and retired military personnel Concerned about fair treatment, complaints, and rights	High	High	Other military personnel, military unions, veterans' organisations
Media	Print, broadcast, and online media outlets Interested in reporting on military issues and Ombud decisions	Medium	High	CSOs, government officials, military personnel
General Public	Citizens interested in military affairs and governance Concerned about military accountability, transparency, and effectiveness	Low	Medium	Media, CSOs, government officials
Veterans' Families and Communities	Families and communities affected by military service Concerned about welfare, benefits, and recognition	Low	High	Veterans' organisations, military personnel, CSOs

The Office has established comprehensive communication strategies and programs to effectively engage with internal stakeholders, as summarised in Table 6 below, to build relationships, share information and promote the Office's outcomes and outputs for the 2026/27 MTEF.

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Table 6. Office of the Military Ombud Internal Stakeholders

Stakeholder	Characteristics	Attributes	Influence	Interest	Linkages with other stakeholders
Military Ombud	Head of Office, Independent, impartial, experienced	Experienced, knowledgeable, strategic thinker	High	High (Upholding military justice, resolving complaints)	Minister, DOD, Deputy Military Ombud, complainants
Deputy Military Ombud	Second-in-command, supportive	Knowledgeable, analytical, communicative	Medium	Medium (Assisting the Military Ombud)	Military Ombud, Investigating Officers, Legal Advisors, and staff
Investigating Officers	Conduct investigations	Skilled, objective, thorough, independent	Medium	High (Resolving complaints, Upholding military justice)	Complainants, Military Ombud, Legal Advisors
Legal Advisors	Provide legal guidance	Expert, analytical, strategic, and knowledgeable	Medium	Medium (Ensuring legal compliance)	Military Ombud, Investigating Officers, Deputy Military Ombud
Support Staff	Administrative tasks	Efficient, effective, supportive, organised	Low	Low (Enabling office operations, supporting stakeholders)	All internal stakeholders
Communications Officer	Media liaison, public relations	Communicative, strategic, knowledgeable	Medium	Medium (Promoting the Office)	Military Ombud, Deputy Military Ombud, and external stakeholders
Financial Manager	Financial management, budgeting	Analytical, knowledgeable, strategic	Medium	Medium (Managing office finances, supporting stakeholders)	Military Ombud, Deputy Military Ombud, and external stakeholders

ORGANISATIONAL STRUCTURE

The Office's organisational structure, illustrated in Figure 1, is designed to align with its current mandate, vision, outcomes and outputs, enabling the effective execution of its responsibilities. The structure currently comprises 89 posts, of which only 63 are funded. Of these, 68% (43) are dedicated to the Office's core business (resolution of complaints) and 32% (20) to corporate support staff. As previously mentioned, the ongoing challenges with accounting authority and independence persist.

The MOD&MV approved a Ministerial Directive to boost the Office's independence and enhance operational efficiency. Despite rigorous efforts, implementation has been challenging, and the Office continues to seek solutions to address these critical issues.

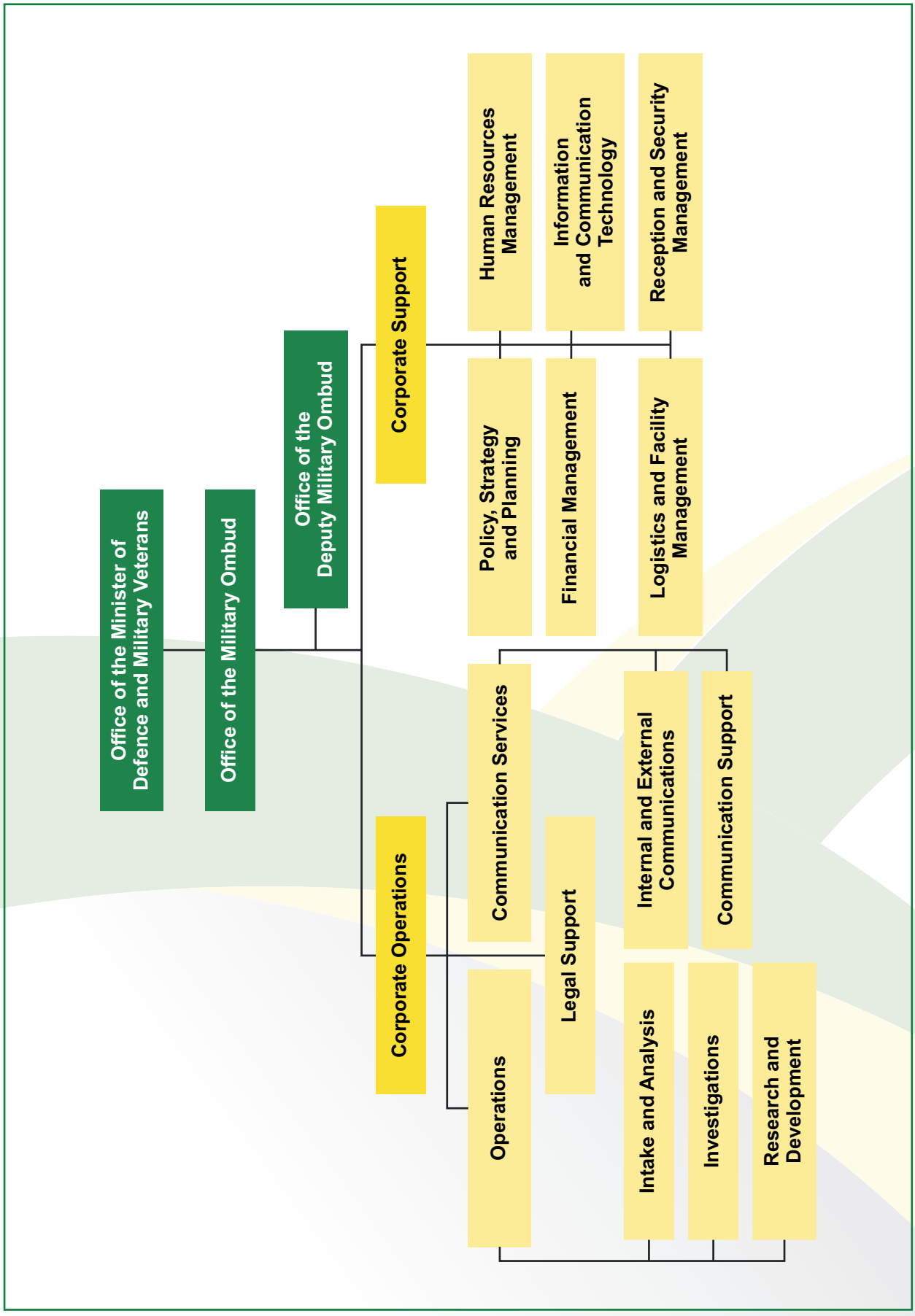


Figure 1: Office of the Military Ombud Organisational Structure

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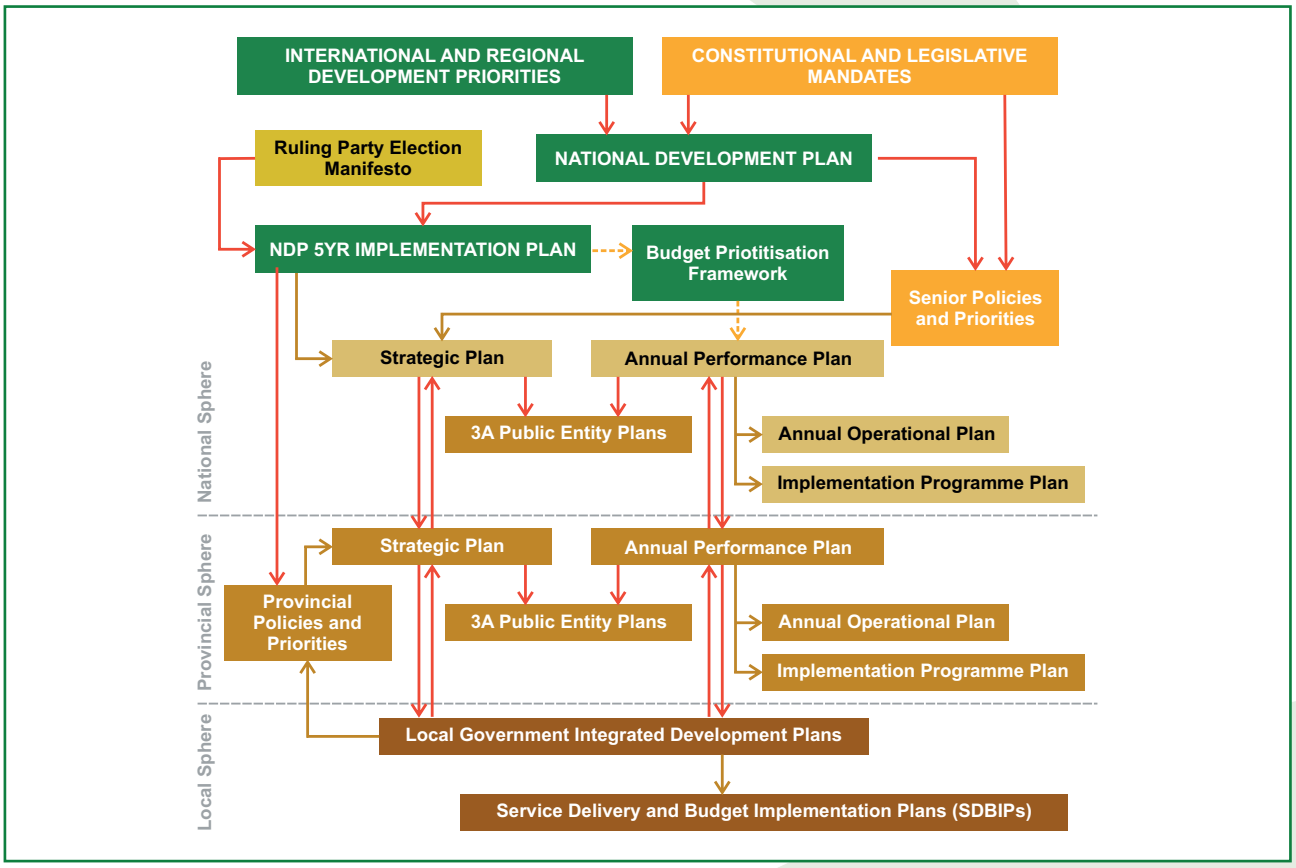
PART C

MEASURING THE OFFICE OF THE MILITARY OMBUD PERFORMANCE

OFFICE OF THE MILITARY OMBUD PERFORMANCE INFORMATION

Over the 2026/27 MTEF, the Office will continue to support and implement the NDP Vision 2030 and the MTDP Priorities for 2024-2029. This commitment will ensure seamless alignment between the Office of the Military Ombud and the National Planning Cycle, as outlined in the Department of Planning, Monitoring, and Evaluation Revised Framework for Departmental Strategic Plans and Annual Performance Plans (2020), as illustrated in Figure 2.

Figure 2: National, Provincial and Local Government Planning Alignment

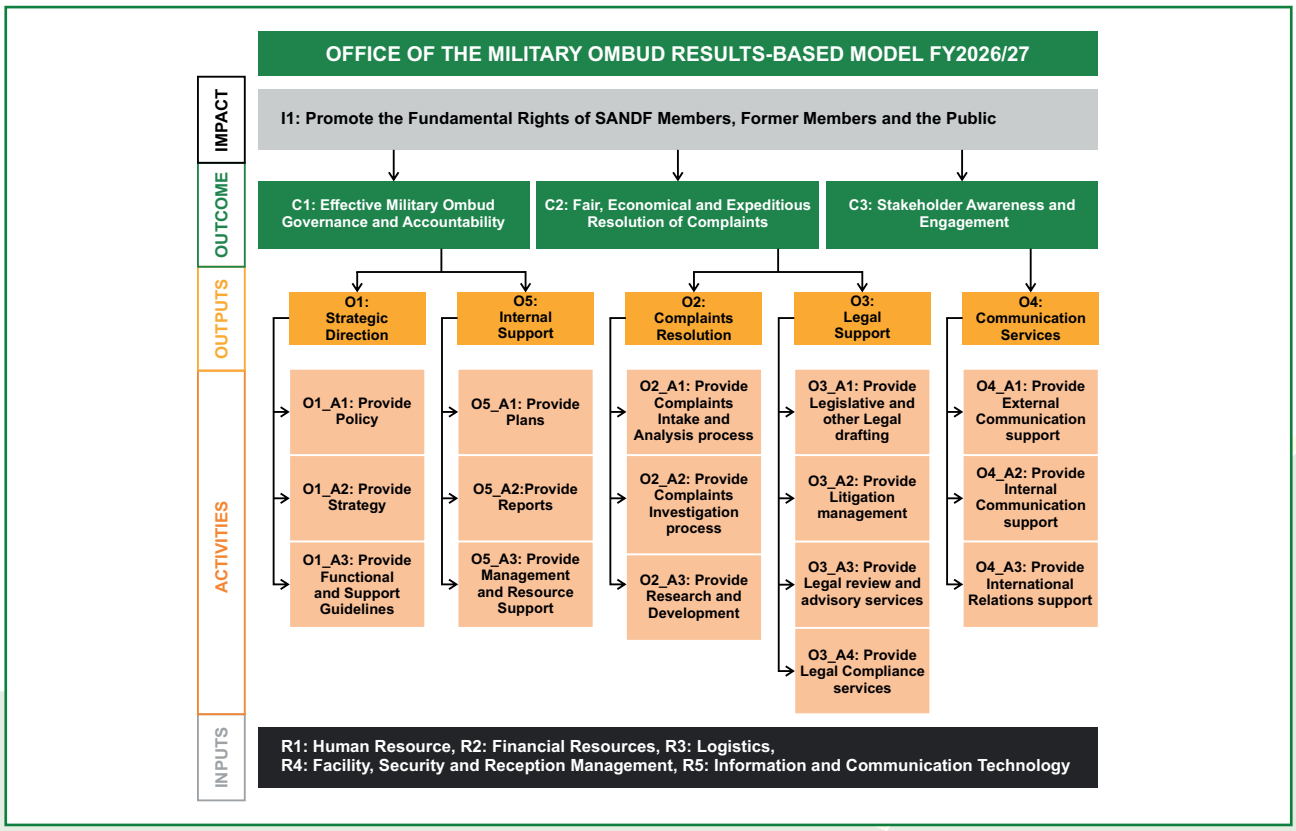


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OFFICE OF THE MILITARY OMBUD RESULTS-BASED MODEL OVERVIEW

The Results-Based Model (RBM) will add value to the Office, provided transparent, well-defined and auditable performance metrics support it. This will enable the Office to effectively achieve its legislative mandate. As illustrated in Figure 3, the RBM's components will be strategically managed through the Office's Planning Instruments to ensure a focused, results-driven approach.

Figure 3: Office of the Military Ombud Results-Based Model



OFFICE OF THE MILITARY OMBUD OUTCOMES, OUTPUTS, INDICATORS AND TARGETS FOR THE 2026/27 MEDIUM-TERM EXPENDITURE FRAMEWORK

OFFICE OF THE MILITARY OMBUD IMPACT STATEMENT

The Office of the Military Ombud is dedicated to promoting the fundamental rights of SANDF members, former members and members of the public by resolving complaints fairly, economically and expeditiously. By strengthening institutional independence, accountability and operational effectiveness, the Office ensures that military personnel are treated with dignity and respect, thereby contributing to a well-governed professional SANDF.

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MEASURING THE OFFICE OF THE MILITARY OMBUD OUTCOMES

The Office's outcomes, in support of the impact statement, highlight what the Office aims to achieve during the 2025-2030 SP and implementation of the APP 2026/27 MTEF. The Office's outcomes are directly aligned with its legislative mandate and core functions, as shown in Table 7.

Table 7. Measuring the Office of the Military Ombud Outcomes

RBM prefix	Office of the Military Ombud Outcome	Outcome Indicators	Outcome Indicator Description	Baseline	Five-Year Target
MTDP Strategic Priority 3: Build a capable, ethical and developmental state.					
C1	Effective Military Ombud Governance and Accountability	Percentage compliance with Military Ombud accountability documents submitted	This indicator measures compliance with national regulatory and governance requirements.	100%[1]	100%
C2	Fair, economical and expeditious resolution of complaints	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	This indicator measures the resolution rate of written complaints submitted to the Office of the Military Ombud.	75%[2]	75%
C3	Stakeholder Awareness and Engagement	Number of stakeholder engagements	This indicator measures the total number of external communication activities conducted annually to raise awareness of the Office of the Military Ombud's mandate, role and complaint mechanisms.	New Indicator	New Indicator

OFFICE OF THE MILITARY OMBUD OUTCOME PERFORMANCE INDICATORS

The Office of the Military Ombud Outcome Performance Indicators are directly related to and aligned with the constitutional and legislative mandate of the Office and the MTDP 2024-2029 Priorities as provided in Tables 8, 9 and 10 below:

Table 8. Office of the Military Ombud Outcome 1

Outcome 1	**Effective Military Ombud Governance and Accountability**						
Indicator Title	Percentage compliance with Military Ombud accountability documents submitted						
Definition	This indicator measures compliance with national regulatory and governance requirements.						
Baseline	All activities, particularly administrative tasks, enhance and ensure effective, efficient compliance with the National Regulatory Frameworks.						
Justification	The significance of Outcome 1 is directly linked to the degree to which the Office adheres to National Legislation and Regulatory Frameworks. This ensures transparency, accountability, compliance and good governance.						
Links	**MTDP 2024-2029 Priority 3**: Build a capable, ethical and developmental state.						
Outcome 1 Target	100% (FY2026/27).						
Annual Targets	**Audited Target FY2022/23**	**Audited Target FY2023/24**	**Audited Target FY2024/25**	**Estimated Target FY2025/26**	**MTEF Target FY2026/27**	**MTEF Target FY2027/28**	**MTEF Target FY2028/29**
	100%	100%	100%	100%	**100%**	100%	100%

Office of the Military Ombud Outcome 1: ***"Effective Military Ombud Governance and Accountability"***. This outcome measures the extent to which the Office is managed and governed, which includes the following:

- the effectiveness of the Office's leadership and management structures;
- the transparency and accountability of decision-making processes;
- the efficiency and effectiveness of resource allocation and utilisation;
- the adherence to laws, regulations and policies governing the Office; and
- the implementation of sound governance principles, such as:
  - Accountability; Transparency; Responsiveness; Fairness; and
  - Participation.

[1] The target baseline is based on the previous MTSF achievement of 100%.
[2] The target baseline is based on the previous MTSF achievement: FY2022/23 - 82%, FY2023/24 - 79.66% and FY2024/25 - 89.58%.

Office of the Military Ombud Outcome 1 Indicator: ***"Percentage compliance with Military Ombud accountability documents submitted"***, measures the Office of the Military Ombud's compliance with national requirements for submitting:

- accountability documents (e.g. annual reports, strategic plans, performance reports) that meet national standards and requirements; and
- adherence to national prescripts, such as timeliness, completeness, accuracy and format.

Table 9. Office of the Military Ombud Outcome 2

Outcome 2	**Fair, economical and expeditious resolution of complaints**						
Indicator Title	**Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud**						
Definition	This indicator measures the resolution rate of written complaints submitted to the Office of the Military Ombud.						
Scope of Outcome 2	• 75% of all simple written complaints are investigated and resolved. • 70% of all complex matters are investigated and resolved. • 75% of all carried-over matters are investigated and resolved						
Baseline	All complaints have been resolved fairly, economically and expeditiously, with recommendations implemented and reported to the MOD&MV.						
Justification	Addressing complaints and improving the effectiveness of the SANDF, contributing to a safe and secure South Africa. Addressing complaints relating to unfairness in service terminations, consideration for core service system translation and official conduct of members of the SANDF. Participation in the DOD internship programme. Addressing complaints relating to pension benefits, housing and medical support.						
Links	**MTDP 2024-2029 Priority 3**: Build a capable, ethical and developmental state..						
Outcome 2 Target	75% (FY2026/27).						
Annual Targets	**Audited Target FY2022/23**	**Audited Target FY2023/24**	**Audited Target FY2024/25**	**Estimated Target FY2025/26**	**MTEF Target FY2026/27**	**MTEF Target FY2027/28**	**MTEF Target FY2028/29**
	82%	79.66%	89.58%	75%	**75%**	75%	75%

Office of the Military Ombud Outcome 2: ***"Fair, economical and expeditious resolution of complaints"***. This outcome encompasses the core function of the Office, which includes the following:

- investigation of complaints lodged in writing economically, fairly and expeditiously without fear, favour or prejudice;
- the resolution of any dispute using mediation, conciliation or negotiations or in any other expedient manner; and
- to promote the observance of the fundamental rights of the members of the SANDF.

Office of the Military Ombud Outcome 2 Indicator: ***"Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud"***, measures the:

- the ability to resolve complaints timely, ensuring that complainants receive prompt attention and resolution;
- tracking the percentage of complaints resolved within established timelines, the indicator evaluates the Office's efficiency in managing and resolving complaints;
- demonstrates accountability and commitment to resolving complaints expeditiously;
- identify areas for improvement, such as bottlenecks or resource constraints; and
- make data-driven decisions to optimise complaint resolution processes.

Table 10. Office of the Military Ombud Outcome 3

Outcome 3	Stakeholder Awareness and Engagement						
Indicator Title	**Number of stakeholder engagements**						
Definition	This indicator measures the total number of external communication activities conducted annually to raise awareness of the Office of the Military Ombud's mandate, role and complaint mechanisms. It tracks engagement through various outreach channels, including outreach drives, symposia, conferences, media campaigns, and electronic communication platforms.						
Baseline	New Indicator						
Justification	By tracking engagement through outreach events, media campaigns, and electronic platforms, the Office can measure how effectively it reaches its target audiences and whether its messaging resonates with the public.						
Links	**MTDP Strategic Priority 3**: Build a capable, ethical and developmental state.						
Outcome 3 Target	Establish a baseline						
Annual Target	**Audited Target FY2022/23**	**Audited Target FY2023/24**	**Audited Target FY2024/25**	**Estimated Target FY2025/26**	**MTEF Target FY2026/27**	**MTEF Target FY2027/28**	**MTEF Target FY2028/29**
Number of stakeholder engagementsr	New Indicator	New Indicator	New Indicator	New Indicator	**200**	200	200

Office of the Military Ombud Outcome 3: ***"Stakeholder Awareness and Engagement".*** This outcome refers to the desired medium-term change that the Office wants to achieve in how stakeholders understand, interact with, and utilise the Military Ombud's services. It focuses on enhancing visibility, strengthening relationships, and increasing understanding of the Office's mandate. Outcome 3 revolves around three core dimensions:

- Awareness of the Military Ombud's Role, Mandate and Services.
- Strengthened Engagement and Relationship-Building with Stakeholders.
- Improve accessibility and visibility of the Office.

Office of the Military Ombud Outcome 3 Indicator: The ***"Number of stakeholder engagements"*** measures the total number of formal engagements conducted with key stakeholders of the Office of the Military Ombud within a financial year. Stakeholder engagements include meetings, workshops, consultations, outreach sessions, awareness campaigns, briefings, training sessions, and other structured interactions aimed at promoting awareness of the Military Ombud mandate, processes, rights, and responsibilities, and strengthening relationships with internal and external stakeholders.

OFFICE OF THE MILITARY OMBUD OUTPUTS

The Office of the Military Ombud's Outputs are defined as "what the Office of the Military Ombud produces or delivers" and include the final resourced support provided for delivery against the Office's mandate. The Office of the Military Ombud Outputs supports the Office of the Military Ombud Outcomes, as reflected in the Office of the Military Ombud SP (2025-2030) and Tables 8, 9 and 10 above. The Office of the Military Ombud's Outputs are reflected in Table 11 below:

Table 11. Office of the Military Ombud Outputs

Output	Output Purpose	Activity
Output 1: Strategic Direction	To provide strategic direction on the implementation of national and departmental policies and strategies.	• **Activity 1:** Provide Policy • **Activity 2:** Provide Strategy • **Activity 3:** Provide Functional and Support Guidelines
Output 2: Complaints Resolution	To ensure the fair, economical, and expeditious resolution of complaints within the Military Ombud's office within set timeframes.	• **Activity 1:** Provide the complaints intake and analysis process. • **Activity 2:** Provide the complaints investigation process. • **Activity 3:** Provide research and development functions.
Output 3: Legal Support	To provide timely, effective and efficient legal support to the Office, enabling it to deliver on its mandate within the regulatory framework.	• **Activity 1:** Provide legislative and other legal drafting. • **Activity 2:** Provide litigation management. • **Activity 3:** Provide legal review and legal advisory services. • **Activity 4:** Provide legal compliance services.
Output 4: Communication Services	To ensure effective, efficient and economical external and internal communication and international relations services.	• **Activity 1:** Provide external communication management. • **Activity 2:** Provide internal communication management. • **Activity 3:** Provide International Relations management.

Output	Output Purpose	Activity
Output 5: Internal Support	To ensure the effective, efficient, and economic administration of resources and support services (HR, Fin, Log, and ICT), as well as the implementation of systems, controls, and assurance, to direct, manage, monitor, control, and report on the resources allocated to the Military Ombud.	• **Activity 1:** Provide Plans. • **Activity 2:** Provide reports. • **Activity 3:** Provide management and support services.

OFFICE OF THE MILITARY OMBUD PERFORMANCE INFORMATION

Tables 12 and 13 below define the annual and quarterly output targets described above.

Table 12. Office of the Military Ombud Outcomes, Outputs, Indicators and Targets for the FY2026/27 to the FY2028/29

Outcome	Outputs	Output Indicators	Annual Targets						
			Audited Performance			Estimated Performance	MTEF Period		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
a	b	c	d	e	f	g	h	i	j
Outcome 1: Effective Military Ombud Governance and Accountability	**Output 1: Strategic Direction**	Percentage adherence to the Office of the Military Ombud Master Record Index for Policies	New Indicator	New Indicator	100%	100%	**100%**	100%	100%
		Percentage adherence to the Office of the Military Ombud Master Record Index for Strategies	New Indicator	New Indicator	100%	100%	**100%**	100%	100%
		Percentage adherence to the Office of the Military Ombud Master Record Index for Plans	100%	100%	100%	100%	**100%**	100%	100%
	Output 5: Internal Support	Percentage compliance with accountability documents submitted	100%	100%	100%	100%	**100%**	100%	100%
		Percentage compliance with parliamentary activities	100%	100%	100%	100%	**100%**	100%	100%
Outcome 2: Fair, economical and expeditious resolution of written complaints	**Output 2: Complaints Resolution**	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	82%	79.66%	89.58%	75%	**75%**	75%	75%
Outcome 3: Stakeholder Awareness and Engagement	**Output 4: Communication Services**	Number of external communication activities conducted	New Indicator	New Indicator	New Indicator	140	**200**	200	200

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Table 13. Office of the Military Ombud Indicators and Quarterly Targets for FY2026/27

Output Indicator	Reporting Period	Annual Target FY2026/27	Quarterly Targets			
			Quarter 1	Quarter 2	Quarter 3	Quarter 4
Output 1: Strategic Direction provided						
Percentage adherence to the Office of the Military Ombud Master Record Index for Policies	Quarterly	**100%**	100%	100%	100%	100%
Percentage adherence to the Office of the Military Ombud Master Record Index for Strategies	Quarterly	**100%**	100%	100%	100%	100%
Percentage adherence to the Office of the Military Ombud Master Record Index for Plans	Quarterly	**100%**	100%	100%	100%	100%
Output 2: Complaints Resolution						
Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud	Quarterly	**75%**	18.75%	37.50%	56.25%	75%
Output 4: Communication Services						
Number of external communication activities conducted	Quarterly	**200**	50	50	50	50
Output 5: Internal Support						
Percentage compliance with accountability documents submitted	Quarterly	**100%**	100%	100%	100%	100%
Percentage compliance with parliamentary activities	Quarterly	**100%**	100%	100%	100%	100%

EXPLANATION OF PLANNED PERFORMANCE OVER THE 2026/27 MEDIUM-TERM EXPENDITURE FRAMEWORK

Over the 2026/27 MTEF, the Office will pursue the achievement of the Office of the Military Ombud Outcome 1: *Effective Military Ombud Governance and Accountability*, Outcome 2: *Fair, economical and expeditious resolution of written complaints* and Outcome 3: *Stakeholder Awareness and Engagements* as articulated in the SP (2025-2030). It aligns with MTDP Strategic Priority 3: *Build a Capable, Ethical, and Developmental State* while ensuring fairness, impartiality, good governance and accountability within the Office

The Office of the Military Ombud Output indicators, as presented in Tables 12 and 13, will enable the pursuance of the Military Ombud mandate through the following primary planned performance over the 2026/27 MTEF:

- **Strengthening Independent and Impartial Investigations.** To promote accountability and trust within the Office, conducting fair, economical, and expeditious investigations into complaints from current and former members, as well as the public, remains imperative. Enhancing investigative capacity through targeted training and leveraging technology can improve efficiency, ultimately reducing complaint resolution timeframes. Alternative Dispute Resolution processes enable effective mediation and negotiation, facilitating faster resolution of disputes and promoting a culture of fairness. The revised Complaints Handling Manual will guide the complaints process from intake to resolution.
- **Enhancing Accessibility, Awareness and Stakeholder Engagement.** To promote awareness of fundamental rights among SANDF members, former members and the public, targeted outreach programmes and campaigns are essential. A revised Corporate Communication Strategy will be developed, approved, and implemented to provide a coordinated, focused approach to ensuring effective communication with internal and external stakeholders, and to clarify the role of the Office of the Military Ombud.
- **Institutional Independence.** The Office will continue to advocate for greater institutional independence to improve its autonomy and operational efficiency. The process of updating and amending the Act is still pending finalisation. The primary objective is to address the Office's institutional shortcomings, particularly the challenges with accounting authority and the ongoing difficulties it faces from its reliance on DOD administrative and financial processes.
- **Enhancing Institutional Capacity and Resource Management.** The Office will continue to provide ongoing skills training and professional development for staff, aiming to enhance their effectiveness and efficiency. Implementing sound resource management and support functions will promote transparency and accountability. Reviewing policies, strategies and plans will ensure alignment with national regulatory frameworks. The revised Framework for Governance, Risk Management and Compliance will direct and ensure effective governance (oversight, leadership, accountability), risk management (risk identification, assessment, mitigation, monitoring) and compliance with regulatory frameworks. Leveraging technology infrastructure and automated workflows will streamline processes and improve efficient resource management.
- **Operationalising the Ministerial Policy Directive on Enterprise Resource Support to the Military Ombud as Signed on 25 October 2018**. The DOD and the Office Workgroup will continue to develop solutions and implement the Ministerial Policy Directive.

ENABLING CONDITIONS TO MEET THE PLANNED PERFORMANCE OVER THE 2026/27 MEDIUM-TERM EXPENDITURE FRAMEWORK

The enabling conditions for the Office of the Military Ombud to meet the planned performance and achieve its mandate over the MTEF period include:

- **Legislative Review and Amendment**. Enhances the Office's independence, mandate and operational authority, thereby improving governance and accountability.
- **Institutional Independence**. Government and parliamentary commitment to implementing necessary reforms and oversight recommendations to enhance impartiality, performance and institutional independence.
- **Financial and Human Resource Support**. Securing sufficient funding and human resource support to improve complaint resolution and operational efficiency in internal support.
- **Targeted Outreach Programmes and Strengthening Stakeholder Engagement**. These improvements enhance accessibility to complaint mechanisms, fostering trust and social cohesion through enhanced civil-military relations and stakeholder engagement.
- **ICT Infrastructure Transformation**. Leveraging electronic case management systems and secure technology infrastructure platforms will enhance transparency and efficient service delivery.

By focusing on these enabling factors, the Office will be better positioned to achieve its planned outcomes for the MTEF planning period. This includes fair, economical, and expeditious complaint resolution, enhanced public awareness, and institutional independence, aligned with the MTDP Priorities for 2024-2029.

PROGRAMME RESOURCE CONSIDERATIONS

Full Cost. The Expenditure of National Estimates for the Office for the FY2026/27 to the FY2028/29 is indicated in Tables 14 and 15 below.

Table 14. Programme Resource Considerations

Sub-Programme	MTEF Estimates					
	2026/27		2027/28		2028/29	
	Full Cost	Budgeted Amount	Full Cost	Budgeted Amount	Full Cost	Budgeted Amount
	R'000	R'000	R'000	R'000	R'000	R'000
Military Ombud	105,573	76,711	110,738	80,147	110,738	82,632
Total	**105,573**	**76,711**	110,738	**80,147**	**110,738**	**82,632**
Funding Deviation	-28,862		-30,591		-28,106	

Table 15. Economic Classification

Economic Classification	Audited/Actual Performance			Adjusted Appropriation	Medium-Term Expenditure of Estimate		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Payments							
Compensation of Employees	44,074	45,215	49,560	48,002	50,580	53,010	54,754
Goods and Services	9,155	10,045	12,992	22,591	23,537	24,766	25,264
Payments Total	**53,229**	**55,260**	**62,552**	**70,593**	**74,117**	**77,776**	**80,018**
Transfers and Subsidies							
Departmental Agencies and Accounts	1	1	1	1	1	1	1
Households	78	241	160	493	449	226	469
Provincial and Local Government	8	11	13	15	14	14	14
Transfers and Subsidies Total	**87**	**253**	**174**	**509**	**464**	**241**	**484**
Purchase / Construction Capital Assets							
Machinery and Equipment	1,892	2,944	2,879	2,214	1,930	1,930	1,930
Software and Intangible Assets	925	128	70	90	200	200	200
Buildings and Other Fixed Structures	-	-	103	-	-	-	-
Purchase/Construction Capital Assets Total	**2,817**	**3,072**	**3,052**	**1,2,304**	**2,130**	**2,130**	**2,130**
Grand Total	56,133	58,585	65,778	73,406	76,711	80,147	82,632

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RELATING 2026/27 MEDIUM-TERM EXPENDITURE TRENDS TOWARDS ACHIEVEMENT OF MILITARY OMBUD OUTPUTS

The total budget allocation for the Office for FY2026/27 is R76,771 million, and the expenditure trends are shown in Table 14. The increase in the baseline when examining the seven-year figures is linked to the cost-of-living adjustments. However, this increase still does not provide sufficient funding for the current strength of sixty-three (63) personnel that are staffed at the Office.

The total HR budget allocation is R50,580 million, an increase compared to previous years. However, this increase is insufficient to cover the costs of the current sixty-three (63) staffed posts plus 1 Reserve Force Post in the Office.

The operating budget of R26,131 million remains to satisfy all the operational requirements of the Office with the most significant cost drivers being Subsistence and Travel of R4,706 million, R4,045 million for Computer Services, R2,291 million for training and development which includes the hosting of the annual symposium and training of personnel to ensure that the investigators are using international best practices and R2,934 million for advertising which consists of the placing of adverts in national and local newspapers and on various radio stations to promote the existence of the Office to the public.

ENTERPRISE RISK MANAGEMENT

The Office continues to pursue its commitment to enabling effective risk management across the organisation by continually adopting best practices and methodologies for enterprise risk management.

Management and all office members are responsible for maintaining effective risk management and control processes. The key risks identified and aligned with the organisation's strategic outcomes are included in Table 16 below:

Table 16. Updated Key Risks with Risk Mitigation

Outcomes	Risks	Risk Mitigation
Outcome 1: Effective Military Ombud Governance and Accountability	**Lack of Institutional Independence** The Military Ombud Act, Act No. 4 of 2012, does not address the scope of the Military Ombud's function, which affects the accountability framework and enforcement of resolutions. Alignment with the PFMA is lacking.	• Follow the legislative amendment/ review process to align the Military Ombud Act with higher-order legislation (PFMA) and identify appropriate organisational structures. • Strengthen independence through continuous policy engagement.
	Operational Independence Risk Dependence on the DOD impacts the Office's operational independence despite the ministerial directive to support autonomy.	• Ensure implementation of the Ministerial Directive, which tasks the Secretary for Defence (Head of Department) with establishing structures to secure the Ombud's independence. • Develop an actionable task plan.
	Compensation of Employees (COE) Budget Shortfall Inadequate budget allocation limits the Office's ability to fully staff critical posts	• Continue to engage with the National Treasury and EA to advocate for a sufficient COE budget allocation. • Explore alternative sources of funding, including grants and partnerships.
Outcome 2: Fair, economical and expeditious resolution of complaints	**Slow Turnaround in Complaint Resolution** Slow responses from Services and Divisions, the unavailability of archived information, and a lack of cooperation hinder the resolution of complaints.	• Enforce MOUs and Service Level Agreements (SLAs) with relevant stakeholders. • Conduct monthly engagements between the Military Ombud and Chief SANDF and hold regular Liaison Forums to monitor progress and ensure stakeholder cooperation.

PUBLIC ENTITIES

No public entities are reporting to the Military Ombud.

INFRASTRUCTURE PROJECTS

Not applicable.

PUBLIC-PRIVATE PARTNERSHIPS

Not applicable.

DISTRICT DEVELOPMENT MODEL PROJECT

Not applicable.

PART B

TECHNICAL INDICATOR DESCRIPTIONS

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record Index for Policies
Definition	The Master Record Index (MRI) for Policies is a control index of all Office of the Military Ombud Policies. The indicator measures the development, approval, implementation, monitoring and review of all Office of the Military Ombud Policies.
Purpose / Rationale	To ensure end-to-end lifecycle control and timely implementation of Office of the Military Ombud policies; to drive discipline in updating the MRI and maintaining auditable evidence for development, approval, implementation, monitoring and review.
Source of Data	• MRI extract/report (period-end) • Approved policy documents and approval instruments/minutes
Method of Calculation or Assessment	X = Total number of policies that comply with their planned promulgation dates. Y = Total number of policies on the MRI. % Score = X/Y*100
Means of Verification	• MRI extract/report (period-end) • Approved policy documents and approval instruments/minutes
Assumptions	MRI is complete and current; owners supply evidence timeously; governance forums (EXCO/MANCO/Policy Workgroup) decisions are filed and retrievable
Disaggregation of Beneficiaries (where applicable)	• Target for Women: Not Applicable. • Target for Youth: Not Applicable. • Target for Persons with Disabilities: Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	All Office policies are promulgated as scheduled.
Indicator Responsibility	Military Ombud (Chief Corporate Support).

Indicator Title	Percentage adherence to the Office of the Military Ombud Master Record Index for Strategies
Definition	The Master Record Index (MRI) for Strategies is the official control index of all organisational and functional strategies of the Office of the Military Ombud. The indicator measures the extent to which strategies listed on the MRI are developed, formally approved, implemented, monitored/evaluated, and reviewed in line with defined control requirements.
Purpose of the Indicator	Ensure end-to-end governance of the strategy lifecycle—from controlled development to timely approval, structured implementation, routine performance monitoring, and scheduled review—and to maintain a complete, current, auditable MRI for Strategies.
Source of Data	• MRI extract/report (period-end) • Approved documents and approval instruments/minutes
Method of Calculation or Assessment	X = Number of strategies that comply with their planned promulgation dates. Y = Total number of strategies on the MRI. % Score = X/Y*100
Means of Verification	• MRI extract/report (period-end) • Approved documents and approval instruments/minutes
Assumptions	MRI is complete and current; strategy owners supply evidence timeously; governance forums file decisions in the repository; cascaded plans (APP/Operational) reflect the strategy.
Disaggregation of Beneficiaries (where applicable)	• Target for Women: Not Applicable. • Target for Youth: Not Applicable. • Target for Persons with Disabilities: Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Non-Cumulative.
Reporting Cycle	Quarterly.
Desired Performance	All Office policies are promulgated as scheduled.
Indicator Responsibility	Military Ombud (Chief Corporate Support).

<table>
<tr><td>Indicator Title</td><td>Percentage adherence to the Military Ombud Master Record Index for Plans</td></tr>
<tr><td>Definition</td><td>The term “MRI” refers to the Master Record Index for Plans, a control index of all Office of the Military Ombud Plans and Support Plans to be submitted to Internal and External Stakeholders on specific target dates as specified in National Frameworks and by organisational instructions/directives.</td></tr>
<tr><td>Source of Data</td><td>
• Proof of submissions to the EA for approval (APP).
• Proof of submissions to the Military Ombud for approval (APP).
• Proof of submission of approved Operational Performance Plans.
• Proof of approval letters signed by the EA (where required).
• Proof of approval letters signed by the Functional Owners (Functional Plans).
• Proof of approval of Office of the Military Ombud Plans and Support Plans by the EA and Military Ombud, where required.
• Proof of approved Office of the Military Ombud Plans and Support Plans, as submitted to Internal and External Stakeholders (Approved Plan and proof of submission).
• Proof of tabling and Parliamentary Announcements, Tabling and Committee Reports.
• MRI for Plans Status Report as on file at Policy, Strategy and Planning.
• Annual Performance Plan for a specific financial year.
<table>
<tr><th colspan="2">Office of the Military Ombud Plans</th><th>Targets for FY2026/27</th><th>Date of Submission</th></tr>
<tr><td>1</td><td>Strategic Plan (5-year)</td><td>0</td><td>Still Active</td></tr>
<tr><td>2</td><td>Annual Performance Plan (Annually)</td><td>1</td><td>4th Quarter</td></tr>
<tr><td>3</td><td>Annual Operational Plan (Annually)</td><td>1</td><td>4th Quarter</td></tr>
<tr><td>4</td><td>Directorates’ Operational Plans (Annually)</td><td>4</td><td>4th Quarter</td></tr>
<tr><th colspan="4">Office of the Military Ombud Support Plans</th></tr>
<tr><td>5</td><td>Human Resource Plan (Annually)</td><td>1</td><td>4th Quarter</td></tr>
<tr><td>6</td><td>Financial Plan (Annually)</td><td>1</td><td>4th Quarter</td></tr>
<tr><td>7</td><td>Logistics Plan (Annually)</td><td>1</td><td>4th Quarter</td></tr>
<tr><td>8</td><td>Information and Communication Technology Plan (Annually)</td><td>1</td><td>4th Quarter</td></tr>
<tr><td>9</td><td>Corporate Communication Plan (Annually)</td><td>1</td><td>4th Quarter</td></tr>
<tr><td colspan="2">Total Number of Plans</td><td>12</td><td></td></tr>
</table>
</td></tr>
<tr><td>Method of Calculation or Assessment</td><td>X = Total number of approved Office of the Military Ombud Plans and Support Plans submitted per the MRI for Plans.
Y = Total number of approved Office of the Military Ombud Plans and Support Plans required to be submitted per the MRI for Plans.
% Score = X/Y*100</td></tr>
<tr><td>Means of Verification</td><td>
• Proof of submissions to the EA for approval (APP).
• Proof of submissions to the Military Ombud for approval (APP).
• Proof of submission of approved Operational Performance Plans.
• Proof of approval letters signed by the EA (where required).
• Proof of approval letters signed by the Functional Owners (Functional Plans).
• Proof of approval of Office of the Military Ombud Plans and Support Plans by the EA and Military Ombud, where required.
• Proof of approved Office of the Military Ombud Plans and Support Plans, as submitted to Internal and External Stakeholders (Approved Plan and proof of submission).
• Proof of tabling and Parliamentary Announcements, Tabling and Committee Reports.
• MRI for Plans Status Report as on file at Policy, Strategy and Planning.
• Annual Performance Plan for a specific financial year.
</td></tr>
<tr><td>Assumptions</td><td>
• Strategies are established to inform the formulation of planning instruments.
• Office of the Military Ombud Plans and Support Plans Owners have clearly articulated and approved Performance Agreements regarding the responsibility to manage, develop, approve and safely keep the relevant Office of the Military Ombud Plans and Support Plans.
• Owners have established internal control mechanisms to ensure quality control and compliance with applicable National and Departmental Timelines and Departmental instructions/directives.
• The Office of the Military Ombud Plans and Support Plans ensures that the plans submitted comply with applicable National and Departmental Timelines and Departmental instructions/directives.
</td></tr>
</table>

Indicator Title	Percentage adherence to the Military Ombud Master Record Index for Plans
Disaggregation of Beneficiaries (where applicable)	• Target for Women: Not Applicable. • Target for Youth: Not Applicable. • Target for Persons with Disabilities: Not Applicable.
Spatial Transformation (where applicable)	Not Applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	Submission of Office of the Military Ombud Plans and Support Plans as per the Timeline, ensuring full compliance with National Regulatory Frameworks and departmental instructions/directives.
Indicator Responsibility	Military Ombud (Chief Corporate Support).

Indicator Title	Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud
Definition	This indicator measures the resolution rate of written complaints submitted to the Office of the Military Ombud. The Ombud is responsible for acknowledging complaints, determining whether to investigate them and resolving them fairly, economically, and expeditiously. **Defining Fair, Economical and Expeditious:** • **Fairness:** Deal fairly and honestly with all stakeholders, ensuring an equitable distribution of rights and obligations as regulated, thus ensuring both substantive and procedural fairness to Complainants and Respondents. • **Economical:** Deal with a matter before the Military Ombud, utilising human, financial and material resources that fit the matter. • **Expeditious:** Deal as quickly and promptly with complaints as prescribed in the Military Ombud Regulations and the Service Delivery Standards of the Military Ombud. Deploying all reasonable efforts for Complainants and Respondents to respond promptly. **Defining Simple, Complex and Carry-Over Complaints** • Simple complaints require fewer human resource hours and possibly fewer financial and material resources. They can be finalised by a "desktop" investigation, which requires data analysis that is fairly easily available and t**akes less than 91 days**. • Complex complaints involve a greater depth of investigation, including researching multiple data sources obtained from various stakeholders or various methods requiring more human resource hours and possibly more financial and material resources, **which may take longer than 90 days**. • Carry-over complaints are those not resolved by the Military Ombud on 31 March of each FY.
Source of Data	• Intake and Analysis meetings. • Quality Assurance meetings. • Written complaint database. • Monthly and quarterly performance reports.
Method of Calculation or Assessment	X = Total Caseload (total number of simple + complex complaints received for FY + carry-over complaints from previous FY). Y = Total Complaints resolved during the FY. % Score = X/Y * 100.
Assumptions	• The Complaints Handling Manual is aligned to the Military Ombud Act, Act No. 4 of 2012 and the Military Ombud Complaints Regulations, 2015, to ensure an effective complaint resolution process. • Staff have the necessary skills and training to resolve complaints fairly, economically and expeditiously. • The Office has adequate resources to resolve timely complaints.
Disaggregation of Beneficiaries (where applicable)	• Target for Women: Not Applicable. • Target for Youth: Not Applicable. • Target for Persons with Disabilities: Not Applicable.
Spatial Transformation	Not Applicable.
Calculation Type	Cumulative (Year to date).
Reporting Cycle	Quarterly.
Desired Performance	80% resolution rate.
Indicator Responsibility	Military Ombud (Chief Director Operations)

Indicator Title	Number of external communication activities conducted
Definition	This indicator measures the total number of external communication activities conducted annually by the Office of the Military Ombud. External communication activities include initiatives to engage stakeholders, enhance brand awareness, and promote the Office's mandate across various platforms. These activities encompass outreach programmes, stakeholder engagements, branding and marketing efforts, media relations, digital media, and corporate event coordination
Source of Data	• Attendance records or registration logs. • Surveys or feedback forms. • Field reports from outreach teams. • Social media and marketing campaign reports.
Method of Calculation or Assessment	Total Number of External Communication Activities Conducted (A+B+C+D) Where: • A = Number of outreach programmes conducted. • B = Number of stakeholder engagements conducted. • C = Number of branding and marketing initiatives achieved. • D = Number of media and digital media engagements (including press releases, social media campaigns and media briefings).
Assumptions	• External factors, such as a national state of disaster, do not significantly hinder the implementation of planned communication activities. • Adequate financial, human and technological resources are available to support communication efforts. • The website and digital platforms remain operational and accessible.
Disaggregation of Beneficiaries (where applicable)	• Target for Women: Not Applicable. • Target for Youth: Not Applicable. • Target for Persons with Disabilities: Not Applicable.
Spatial Transformation	Not Applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	Achievement of the target number of external communication activities as planned in the Corporate Communication Strategy.
Indicator Responsibility	Military Ombud (Director Communication Services)

<table>
<tr><td>Indicator Title</td><td colspan="4">Percentage compliance with accountability documents submitted</td></tr>
<tr><td>Definition</td><td colspan="4">This indicator measures compliance with national regulatory and governance requirements.</td></tr>
<tr><td>Source of data</td><td colspan="4">• Electronic records of accountability documents submitted, including dates and status.
• Manual or automated logs of documents submitted to relevant authorities.
• Internal records of accountability documents, including correspondence and confirmations of receipt.
• Feedback or confirmation from authorities receiving the accountability documents.</td></tr>
<tr><td></td><td colspan="2">Accountability Documents</td><td>Targets the FY2026/27</td><td>Date of Submission</td></tr>
<tr><td></td><td>1</td><td>Annual Activity Report (Annually)</td><td>1</td><td>1st Quarter</td></tr>
<tr><td></td><td>2</td><td>Quarterly Reports (Quarterly)</td><td>4</td><td>Quarterly</td></tr>
<tr><td></td><td>3</td><td>Financial Disclosures (Annually)</td><td>Number pending based on the count of SMS, MMS, and members responsible for procurement within the Office.</td><td>1st Quarter</td></tr>
<tr><td></td><td>4</td><td>SMS Performance Agreements (Annually)</td><td>Number pending based on the count of SMS, MMS, and members responsible for procurement within the Office.</td><td>4th Quarter</td></tr>
<tr><td></td><td>5</td><td>PMDSs (Annually)</td><td>Number pending the number of personnel within the Office.</td><td>4th Quarter</td></tr>
<tr><td></td><td>6</td><td>Monthly Financial Reports</td><td>12</td><td>Monthly</td></tr>
<tr><td></td><td colspan="2">Total number of reports</td><td>17</td><td></td></tr>
<tr><td>Method of Calculation/ Assessment</td><td colspan="4">X = Actual number of Office of the Military Ombud accountability documents submitted
Y = Total number of accountability documents required to be submitted.
% Score = X/Y * 100.</td></tr>
<tr><td>Assumptions</td><td colspan="4">• The Military Ombud clearly understands the national regulatory requirements.
• The Military Ombud has a functional document management system to track and record submissions.
• The Military Ombud has a reliable and efficient process for preparing and submitting accountability documents.</td></tr>
<tr><td>Disaggregation of Beneficiaries (where applicable)</td><td colspan="4">• Target for Women: Not Applicable.
• Target for Youth: Not Applicable.
• Target for Persons with Disabilities: Not Applicable.</td></tr>
<tr><td>Spatial Transformation</td><td colspan="4">Not Applicable.</td></tr>
<tr><td>Calculation Type</td><td colspan="4">Cumulative (year-end).</td></tr>
<tr><td>Reporting Cycle</td><td colspan="4">Quarterly.</td></tr>
<tr><td>Desired performance</td><td colspan="4">100% of accountability documents are submitted at least five working days before the required deadline.</td></tr>
<tr><td>Indicator Responsibility</td><td colspan="4">Military Ombud (Chief Corporate Support)</td></tr>
</table>

Indicator Title	Percentage compliance with Parliamentary activities
Definition	• Members of Parliament and/or Portfolio Committees can use parliamentary questions to seek information or to press National Departments, Public Entities, and Organs of State, reporting to the EA for action. • They oblige Ministers to explain and defend their departments' work, policy decisions and actions. All questions tabled are published provisionally in the blue pages of the Order Paper (Announcement, Tabling and Committee Reports] the 'blues') and after that appear in the Question Book (the 'whites') and on the Parliamentary Information Management System. • All answers (and the original questions), whether transcribed from the Chamber or recorded from a printed format, are set out in the Official Report and Parliamentary Information Management System so they are easily accessible. • There are four categories of questions in the National Assembly: • Questions for Oral Answer. • Questions for Written Answer • Cross-cutting questions. • Urgent Questions. • According to the Minister of Defence and Military Veterans (MOD&MV) Agreement with the President (October 2020) and the MOD&MV Priorities 2021, Activity 2.1. "Account to Parliament for the exercising of powers and performance functions related to the Defence Portfolio" Services, Divisions, Organs of State as well as Public Entities reporting to the MOD&MV, are required to provide responses relevant to their environment on Parliamentary and Portfolio Committee on Defence questions and to appear before Parliament of the Portfolio Committee on Defence, as and when required, at a specified turnaround time (within 7 days from receipt).
Source of Data	• Announcement, Tabling and Committee Reports. • Questions for Oral Answer. • Questions for Written Answers. • Cross-cutting questions. • Urgent Questions.
Method of Calculation or Assessment	X = Parliamentary/Portfolio Committee on Defence questions response submitted Y = Parliamentary/Portfolio Committee on Defence questions received % Score = X/Y * 100
Means of Verification	• Announcement, Tabling and Committee. • Questions for Oral Answer. • Questions for Written Answers. • Cross-cutting questions. • Urgent Questions.
Assumptions	The Office of the Military Ombud responds to Parliamentary questions or requests to appear before the Parliament/Joint Standing Committee on Defence on time.
Disaggregation of Beneficiaries (where applicable)	• Target for Women: Not Applicable. • Target for Youth: Not Applicable. • Target for Persons with Disabilities: Not Applicable.
Spatial Transformation (where application)	Not Applicable.
Calculation Type	Cumulative (year-end).
Reporting Cycle	Quarterly.
Desired Performance	All Parliamentary Activities were actioned within the set timeframes to ensure full compliance.
Indicator Responsibility	Military Ombud (Chief Corporate Support)

NOTES

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