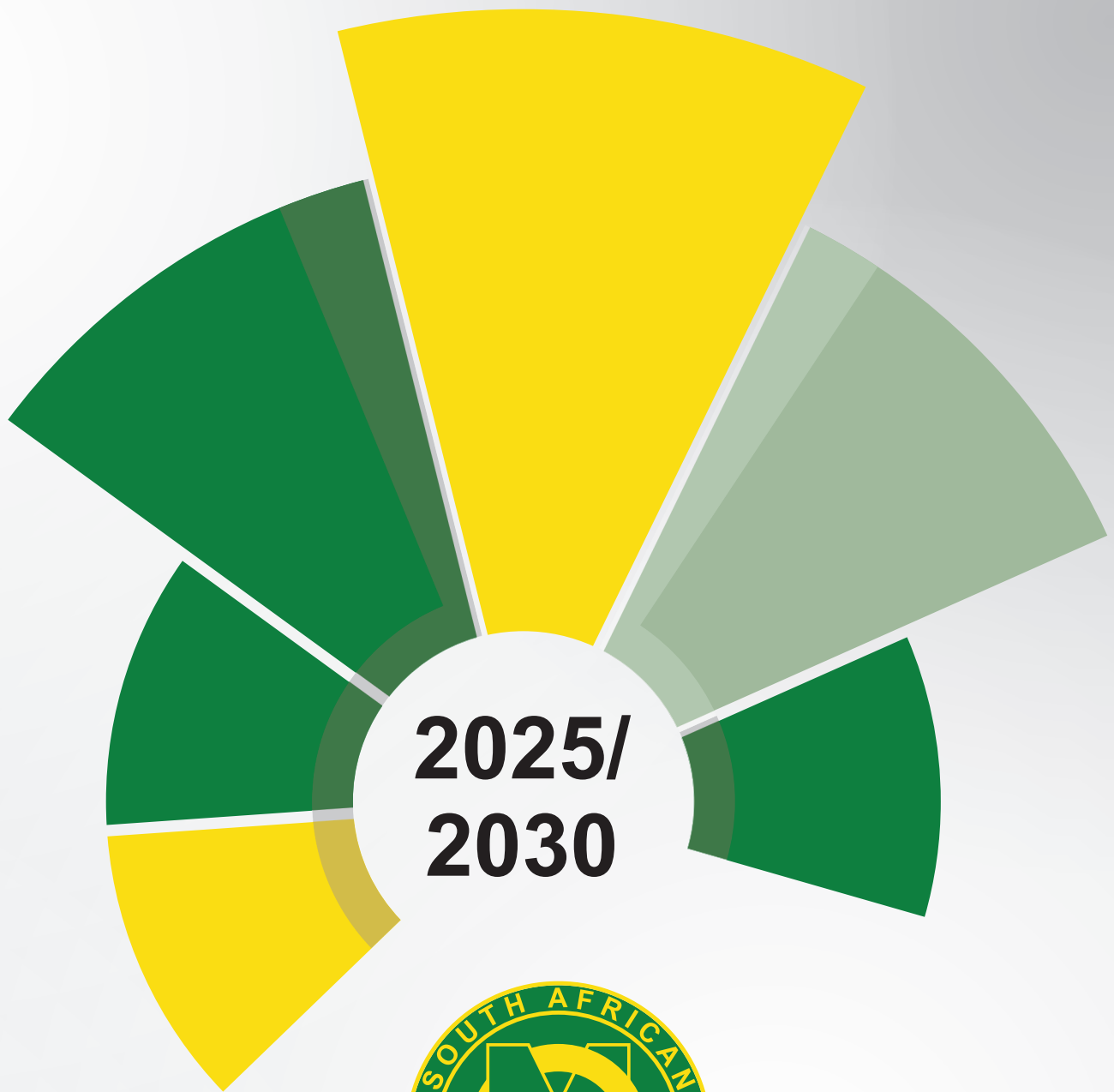




Independent and Impartial

Strategic Plan



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA



Independent and Impartial

OFFICE OF THE MILITARY OMBUD

STRATEGIC PLAN

2025-2030

Date of tabling: **30 June 2025**



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA



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TERMINOLOGY

For this document, "*the Office*" will always refer to the Office of the Military Ombud unless stated otherwise.

For this document, "*the Act*" will always refer to the Military Ombud Act, Act No. 4 of 2012, unless stated otherwise.

For this document, "*the South African Military Ombud*" will always refer to the Military Ombud unless stated otherwise.



LIST OF ABBREVIATIONS/ACRONYMS

A	
AOMA	African Ombudsman and Mediators Association
APP	Annual Performance Plan
AU	African Union
C	
COE	Compensation of Employees
CSOs	Civil Society Organisations
D	
DCAF	Geneva Centre for Security Sector Governance
DOD	Department of Defence
F	
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
MTDP	Medium-Term Development Plan
MTSF	Medium-Term Strategic Framework
N	
NDP	National Development Plan Vision 2030
NGP	National Growth Plan
R	
RBM	Results-Based Model
S	
SANDF	South African National Defence Force
SDGs	Sustainable Development Goals
SONA	State of the Nation Address
SP	Strategic Plan
W	
WYPD	Women, Youth and Persons with Disabilities

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



The Republic of South Africa upholds its democratic values through a strong, accountable public service guided by principles of good governance and the rule of law. A key institution in ensuring transparency and accountability within the defence sector is the Office of the South African Military Ombud, which investigates and ensures that complaints are resolved fairly, economically and expeditiously.

Following the national elections, the Government of National Unity has committed to implementing the Medium-Term Development Plan 2024-2029, focusing on three overarching priorities:

- Driving inclusive economic growth and job creation.
- Reducing poverty and the high cost of living.
- Building a capable, ethical and developmental state.

Over the past fourteen years, the Office has diligently addressed complaints related to conditions of service for current and former members of the South African National Defence Force whilst investigating public complaints concerning the official conduct of members. This independent oversight mechanism reinforces public trust in the Defence Force and ensures that the South African National Defence Force operates within constitutional and legal frameworks.

The Office has significantly strengthened its governance mandate by implementing reforms that enhance military professionalism, reduce litigation costs and promote ethical conduct. Through its interventions, the Military Ombud has contributed to financial prudence, institutional integrity and the promotion of fundamental rights within the defence environment.

In alignment with the Medium-Term Development Plan 2024-2029 Priorities, the Military Ombud remains committed to promoting the inclusion of Women, Youth and Persons with Disabilities within the defence sector. By advocating for diversity and equitable representation, the Office ensures that the principles of fairness and non-discrimination are upheld at all levels of the organisation.

A disciplined, professional and accountable Defence Force is essential for national stability. To this end, the Military Ombud ensures that the South African National Defence Force:

- Complies with human rights obligations and upholds ethical conduct in all operations.
- Applies the principles of fairness, respect, equality, dignity and autonomy in resolving complaints.
- Investigate concerns related to the conditions of service and protect the fundamental rights of former and current members.



By reinforcing these values, the Military Ombud is a cornerstone of civil-military relations, fostering public confidence in the South African National Defence Force and strengthening South Africa's commitment to human rights and democratic oversight.

A key aspect of the Ombud's mandate is to ensure that the Department of Defence and Military Veterans effectively implements its recommendations, thereby advancing good governance and institutional accountability within the South African National Defence Force.

In conclusion, 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. Their work strengthens South Africa's democratic governance and defence professionalism.

I fully endorse the Office of the Military Ombud's Strategic Plan for 2025-2030 and commit to its successful implementation through the Office of the Military Ombud's Annual Performance Plan.

A handwritten signature in black ink, appearing to read "M.A. Motshekga", is written over a horizontal line.

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

Date: 12 June 2025

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



As the Military Ombud of South Africa, I am honoured to present the Office of the Military Ombud Strategic Plan for 2025–2030. This plan serves as a guiding framework for the Office's work over the next five years, ensuring that the Office upholds fairness, impartiality, good governance and accountability within the South African National Defence Force.

Since its establishment under the Military Ombud Act, Act No. 4 of 2012, the Office has remained committed to its mandate of investigating and resolving complaints fairly, economically, and expeditiously, ensuring that the fundamental rights of South African National Defence Force members, former members and the public are promoted and protected.

Over the past decade, the Office has made significant strides in reinforcing military governance, promoting ethical conduct and strengthening civil-military relations. However, financial constraints and institutional dependencies continue to impact the effectiveness of the Office. This Strategic Plan outlines the commitment to addressing these challenges by enhancing institutional independence, leveraging technology and strengthening stakeholder engagement.

To reinforce the Office's role as an effective oversight body, decisive steps will be taken to improve governance, accessibility and autonomy. These include:

- Conducting stakeholder perception surveys in collaboration with the Security Institute for Governance and Leadership in Africa at Stellenbosch University to assess and enhance public trust in the Office.
- Expanding public outreach through community media and direct engagements, ensuring accessibility for all, including Women, Youth, and Persons with Disabilities.
- Strengthening partnerships with external stakeholders to improve service delivery to deployed South African National Defence Force members and border communities.
- Advocating for greater institutional independence through a Schedule 3 Public Entity model to enhance autonomy and performance.

Aligned with the Government of National Unity's Medium-Term Development Plan 2024–2029 and the National Development Plan Vision 2030, the Office's priorities for the next five years include:

- Strengthening Independent and Impartial Investigations.
- Enhancing Accessibility, Awareness and Stakeholder Engagement.
- Institutional Independence.
- Operationalising the Ministerial Policy Directive on Enterprise Resource Management.
- Enhancing Institutional Capacity and Resource Management.



On an international level, the Office will continue to participate actively as a voting member in key organisations, such as the African Ombudsman and Mediators Association, the International Ombudsman Institute, and the Geneva Centre for Security Sector Governance. These affiliations will enable the Office to contribute to advancing governance, human rights and knowledge sharing in our field.

The Office of the Military Ombud remains steadfast in its commitment to fairness, impartiality and accountability, ensuring that fundamental rights, dignity and fairness are central to investigating and resolving complaints.

I sincerely thank the Minister of Defence and Military Veterans, our stakeholders and the dedicated staff of the Office for their unwavering support. We will strengthen military oversight, governance and public confidence in the South African National Defence Force.

The Office of the Military Ombud's Strategic Plan for 2025-2030 will be successfully implemented through the Office of the Military Ombud's Annual Performance Plan, within the available resources.

A handwritten signature in black ink, appearing to read "V.R. Masondo", is positioned above a horizontal line.

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

Date: 28 March 2025



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic 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.
- Accurately reflect the impact and outcomes that the Office of the Military Ombud will endeavour to achieve over the 2025-2030 period.

A handwritten signature in black ink, appearing to be "M. Makhalemele", written over a horizontal line.

**(MR M. MAKHALEMELE)
CHIEF CORPORATE SUPPORT**

Date: 25 March 2025

A handwritten signature in black ink, appearing to be "S.T.B. Damane-Mkosana", written over a horizontal line.

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

Date: 25 March 2025

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

Date: 25 March 2025

A handwritten signature in black ink, appearing to be "M.A. Motshekga", written over a horizontal line.

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

Date: 12 June 2025



OVERVIEW OF THE OFFICE OF THE MILITARY OMBUD STRATEGIC PLAN (2020-2025) 6TH ADMINISTRATION PERFORMANCE

The Office of the Military Ombud Strategic Plan (SP) (2020-2025) was designed to enhance military oversight, complaints resolution, accountability, fairness and promote the fundamental rights of members of the South African National Defence Force (SANDF). The plan aligned with the 6th Administration's priorities, including good governance and accountability, strengthening oversight institutions and improving public service delivery.

The 6th Administration (2019-2024) focused on:

- Building a capable, ethical, and developmental state.
- Strengthening governance and accountability.
- Improving service delivery in key institutions.
- Fighting corruption and enhancing transparency.

From 2020 to 2025, the Military Ombud made significant strides in strengthening complaint resolution, institutional independence, ethical governance and technological transformation. Notable achievements included an increased case resolution rate, a reduction in backlog cases and expanded outreach to SANDF personnel and the public. Efforts to enhance independence led to more substantial engagement with Parliament and leadership, as well as improved reporting structures.

However, challenges remained, including a lengthy and drawn-out process of implementing Military Ombud recommendations, financial constraints due to continued dependence on Department of Defence (DOD) processes and resistance from some SANDF leaders to accountability measures.

Despite these obstacles, the Ombud's efforts laid a foundation for continued military oversight and governance improvements.



PART

A

**OFFICE OF THE MILITARY OMBUD
MANDATE**



CONSTITUTIONAL MANDATE

The Constitutional Mandate of the Office of the Military Ombud is derived from the Constitution of the Republic of South Africa, 1996, Chapter 2 of the Bill of Rights and Chapter 3, Co-operative Government.

LEGISLATIVE AND POLICY MANDATE

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

The primary legislative mandates governing the Office are reflected below:

- Constitution of the Republic of South Africa, 1996
- Military Ombud Act, 2012 (Act No. 4 of 2012)
- Military Ombud Complaints Regulations, 2015
- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Labour Relations Act, 1995 (Act No. 66 of 1995)
- Basic Conditions of Employment Act, 1997 (Act No. 75 of 1997)
- Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)
- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)
- Protection of Personal Information Act, 2013 (Act No. 4 of 2013)

Table 1 below provides an overview of the Office of the Military Ombud International Agreements.

Table 1: 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 cooperates with over 150 Ombudsman Offices. It was founded in 1978 to address complaints from the public regarding decisions, actions, or omissions by public administration. The role of the Ombudsman is to protect citizens against the violation of their rights, abuse of power, error, negligence, unfair decisions, and maladministration, thereby improving public administration and the accountability of public officials. Further, the IOI encourages information exchange at regional and international levels.
African Ombudsman and Mediators Association and African Ombudsman Research Centre	The Military Ombudsman speaks on webinars sponsored by the African Ombudsman and Mediators Association 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 November annually and votes for new members as a member of the Foundation Council.
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, negotiations, or in an expedient manner.
- Promote the observance of the fundamental rights of the members of the Defence Force.
- Establishment and maintenance of an appropriate Office Human Resource function.
- Establishment and maintenance of an appropriate Office Financial function.
- Establishment and maintenance of an appropriate Reporting function.
- Developing and implementing policies, strategies, plans and procedures supporting the Office mandate.

OFFICE OF THE MILITARY OMBUD POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

The following envisaged and existing Office policies and strategies, as reflected in Table 2, will continue to provide **strategic direction** to the Office during the 2024-2029 Medium-Term Development Plan (MTDP) and Office of the Military Ombud Strategic Plan (SP) 2025–2030.

Table 2: Office of the Military Ombud Policies and Strategies over the Five-Year Planning Period

No	Policy and Strategy Names	Short Description
1	Office of the Military Ombud Strategy	Once revised and approved, the Office of the Military Ombud Strategy will frame its function and outline its overall strategy, including outcomes, outputs and key initiatives.
2	Complaints Handling Manual	Once revised and approved, the Complaints Handling Manual directs the complaints handling process, from intake and analysis of complaints, through investigation and resolution
3	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, accountability), risk management (risk identification, assessment, mitigation, monitoring) and compliance with laws, regulations and policies.
4	Corporate Communication and Marketing Strategy	Once revised and approved, the Corporate Communication and Marketing Strategy will provide a coordinated and focused approach to ensuring effective communication with both internal and external stakeholders, thereby promoting the Office's mandate.

RELEVANT COURT RULINGS

The Office has no specific court rulings that significantly impact its operations or service delivery obligations; however, jurisprudence is referenced in making recommendations for resolving complaints.



PART B

OFFICE OF THE MILITARY OMBUD



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 on the continent and globally to reduce unemployment, poverty and inequality. During the five-year 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.

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 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. This agenda focuses on accelerating the implementation of past and current continental initiatives to promote growth and sustainable development.

Over the next five years, the Office will continue to advance the goals of a peaceful, integrated and prosperous Africa with a strong cultural identity contributing to Aspirations 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 complaints lodged are investigated fairly, economically and expeditiously, thereby promoting good governance, respect for human rights, justice and the rule of law.

Medium-Term Development Plan Strategic Priorities (MTDP) for 2024-2029. The agreed Minimum Programme of Priorities of the 7th Administration serves as the foundational work of the new administration. The MTDP Strategic Priorities for 2024-2029 are informed by the NDP 2030, the SDGs and the AU's Agenda 2063. The Office contributes **directly** 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 3 below illustrates the Office's direct and indirect contribution to the MTDP Priorities 2024-2029.

Table 3: Medium-Term Development Plan Strategic Priorities 2024-2029 and Military Ombud Linkages

MTDP Strategic Priority	Contribution Type	Relevant Military Ombud Outcome	Justification
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.
		Public Awareness and Stakeholder 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 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 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.

State of the Nation Address (SONA) 2025. The Office of the Military Ombud's mandate and functions align with the priorities outlined in President Cyril Ramaphosa's 2025 SONA, contributing to South Africa's goals of building a capable state, promoting ethical governance and fostering social cohesion. The Office is committed to:

- Addressing complaints within the SANDF to ensure accountability, transparency and strengthening institutional integrity.
- Conducting impartial and efficient investigations to enhance public trust and reinforce ethical governance.
- Facilitating peaceful conflict resolution through negotiation and mediation within the SANDF, which will foster unity and contribute to nation-building efforts.
- Upholding fundamental rights and ethical standards within the SANDF to promote social justice and cohesion.
- Developing a competent and ethical workforce that supports the creation of a capable and developmental state.



- Ensuring fiscal responsibility, effective resource management, funded plans and regular reporting to align with government priorities regarding good governance, accountability and transparency.

The National Growth Path (NGP). The NGP is a strategic framework to foster 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 as part of the broader cluster system, aligning its work with ministerial clusters, which 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 contributes to promoting the empowerment of WYPD by addressing discrimination, fostering inclusive opportunities and advocating for fair treatment through the resolution of complaints. Procurement expenditures and staff composition contribute to the empowerment of the designated groups. All designated groups have equal access to career development and leadership opportunities within the Office.



OFFICE OF THE MILITARY OMBUD CONTRIBUTION TO DEPARTMENTAL IMPERATIVES

MINISTER OF DEFENCE AND MILITARY VETERANS' PRIORITIES

The Office of the Military Ombud's functions are closely aligned with the MOD&MV's priorities, contributing to the DOD's effective administration and operational readiness. The Office contribute directly to achieving the MOD&MV's priorities by promoting fairness, inclusivity, ethical leadership, operational efficiency and public trust within the DOD.

MOD&MV Priority 1: Ensure the Sound Administration of the DOD.

- **Investigating Complaints and Promoting Fairness.** One of the core functions of the Ombud is to investigate and resolve complaints from current and former members of the SANDF and members of the public. This function directly supports MOD&MV Priority 1 by addressing grievances related to unfair treatment, administrative injustice and unethical conduct. By recommending fair outcomes, the Ombud reinforces accountability, transparency and inclusivity, ensuring that human resource decisions adhere to ethical standards and promote diversity.
- **Providing Oversight to Enhance Governance and Accountability.** The Ombud enhances governance by conducting impartial investigations and providing recommendations that hold military leadership accountable for unfair or unethical practices. This supports MOD&MV Priority 1 by strengthening the DOD's control environment, professionalising military operations and encouraging sound consequence management.

MOD&MV Priority 2: Execute Prioritised Ordered Defence Commitments

- **Strengthening Morale and Operational Readiness.** By providing an impartial platform for members to voice their grievances and ensuring that these complaints are resolved fairly, the Ombud enhances trust within the ranks, thereby contributing to improved morale and cohesion. This supports MOD&MV Priority 2 by promoting ethical conduct, fairness and operational efficiency, which are essential for maintaining a professional and combat-ready force.
- **Improving Civil-Military Relations and Public Confidence.** The Ombud's role in fostering accountability, curbing corruption and addressing grievances helps build public trust in the SANDF as a transparent and professional institution. This supports MOD&MV Priority 2 by improving civil-military relations and boosting confidence in the SANDF's role in national development and security.



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 of the Military Ombud 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 FIVE-YEAR PLANNING PERIOD

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 well-being and morale of the SANDF.

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 of the Military Ombud's 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, accountability 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.



- **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 FIVE-YEAR PLANNING PERIOD

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 that considers the Office's dynamic and 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 within a complex and dynamic external environment, seeking 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 authority of the Military Ombud. 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. Public Awareness and Stakeholder Engagement will emphasise the Ombud's role in promoting the fundamental rights of SANDF members, investigating and resolving complaints and fostering public trust (*Outcome 3: Public Awareness and Stakeholder 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 terms of its perceived independence and impartiality, which are key enablers of its work. Given the 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 resourced plans and monitoring expenditures will enable informed decision-making, good governance and accountability (*Outcome 1: Effective Military Ombud Governance and Accountability*).

SOCIAL DIMENSION

The Office continually 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 complaints mechanisms.

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

TECHNOLOGICAL DIMENSION

Digital transformation offer opportunities to improve complaints resolution processes, performance management, monitoring and evaluation. Investing in technology to enhance case management will enhance complaint resolution timeframes. Automated workflows to streamline internal support will improve operational efficiency (*Outcome 1: Effective Military Ombud Governance and Accountability, 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 challenges with the Act regarding 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 autonomy, including independent funding mechanisms and administrative support. It will also work with Parliament to expedite amendments to the Act, granting greater authority and developing a structured legal advocacy plan to push for necessary reforms (*Outcome 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 core 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 drive the mission forward.

The Office is dedicated to achieving representation targets in support of the WYPD objectives. The Office will continue to develop and maintain effective human resource plans to employ and retain skilled and qualified personnel with relevant expertise. (*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 posts, 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. The timely payment of legitimate supplier invoices within the 30-day threshold remains a priority, as the Office relies on the DOD for supplier payments when submitting invoices for processing. 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 a significant challenge, as they are often unreliable and frequently lead to delays. Furthermore, procurement requirements for the Office are not prioritised, resulting in the prolonged 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 contract agreements and procurement demands 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 leveraging technology to enhance case management and automated workflows, streamlining internal processes and improving 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.

However, despite these strengths, the Office faces significant challenges that hinder its impact. A lack of institutional independence, delayed implementation of recommendations, legislative shortcomings and 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 for refinement 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 4 below, to build relationships, share information and promote the Office's outcomes and outputs for the 2025/26 MTEF.

Table 4: Office of the Military Ombud Stakeholders

Stakeholder	Characteristics/Attributes	Influence	Interest	Linkages with other stakeholders
Parliament	Parliamentarians, officials from relevant government departments	High	Medium	Ministry of Defence, military leadership, CSOs
	Interested in oversight, policy, and funding			
Ministry of Defence	Government department responsible for military affairs	High	Medium	Military leadership, government officials, parliamentarians
	Interested in maintaining military discipline and effectiveness			
Military Leadership	Senior military officers	High	Medium	Ministry of Defence, military personnel, government officials
	Concerned about maintaining discipline, morale, and effectiveness			
International Stakeholders	Interested in oversight, policy and education	Low	Medium	IOI DCAF AOMA



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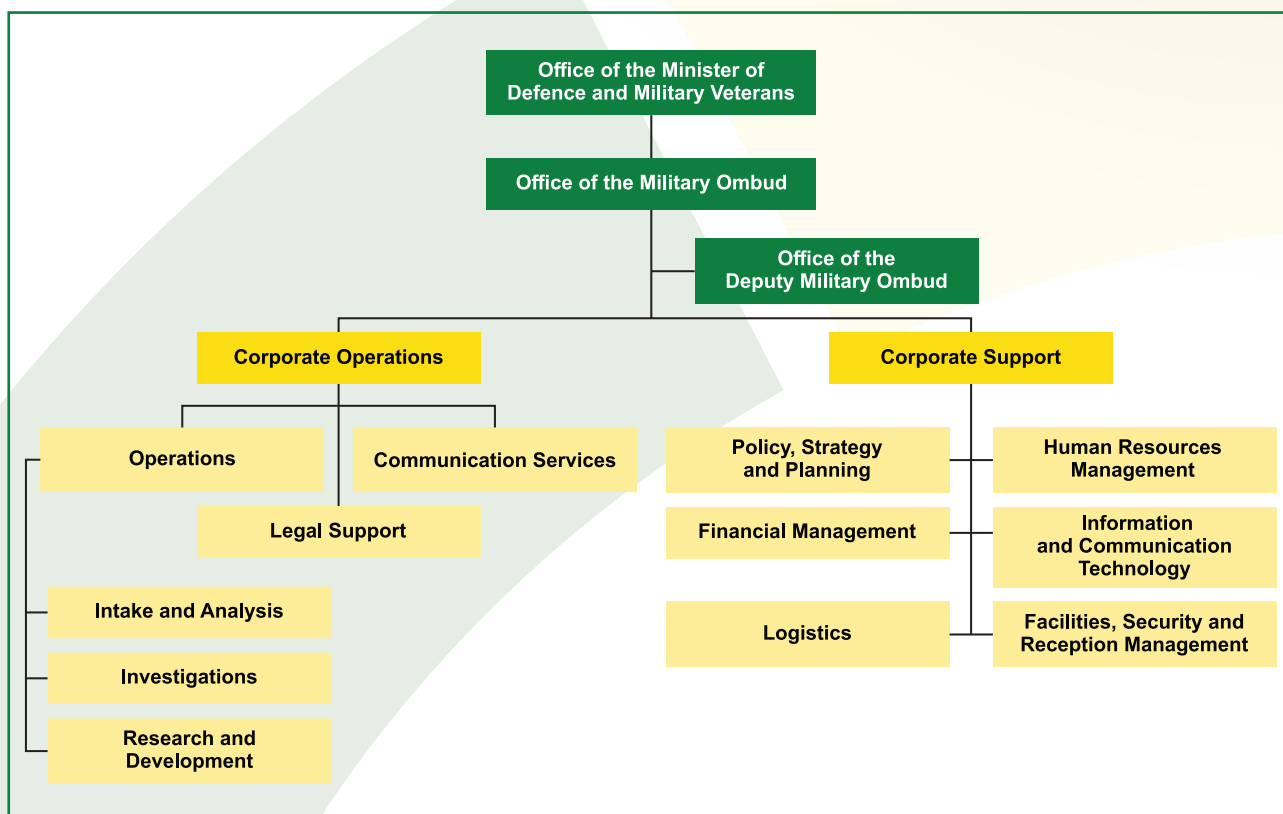
Stakeholder	Characteristics/Attributes	Influence	Interest	Linkages with other stakeholders
International Organisations	Global bodies focused on human rights, military affairs, and governance	Medium	Medium	Government officials, military leadership, CSOs
	Interested in promoting best practices, standards, and accountability			
Civil Society Organisations (CSOs)	Human rights, veterans' affairs, and other advocacy groups	Medium	High	Military personnel, veterans' organisations, government officials
	Concerned about military personnel welfare, rights, and accountability			
Academia and Research Institutions	Universities, think tanks, and research centres	Low	Medium	CSOs, government officials, military personnel
	Interested in studying military affairs, governance, and human rights			
Military Personnel	Active duty, reserve and retired military personnel	High	High	Other military personnel, military unions, veterans' organisations
	Concerned about fair treatment, complaints, and rights			
Media	Print, broadcast, and online media outlets	Medium	High	CSOs, government officials, military personnel
	Interested in reporting on military issues and Ombud decisions			
General Public	Citizens interested in military affairs and governance	Low	Medium	Media, CSOs, government officials
	Concerned about military accountability, transparency, and effectiveness			
Veterans' Families and Communities	Families and communities affected by military service	Low	High	Veterans' organisations, military personnel, CSOs
	Concerned about welfare, benefits, and recognition			

ORGANISATIONAL ENVIRONMENT

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 consists of 89 positions, with 66% dedicated to the Office's core business (resolution of complaints) and 34% to corporate support staff. As previously mentioned, the ongoing challenges of accounting authority and independence persist.

The MOD&MV approved a the Ministerial Policy Directive on Enterprise Resource Support to Military Ombud 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.¹

Figure 1: Office of the Military Ombud Organisational Structure



¹ Operationalising the Ministerial Policy Directive on Enterprise Resource Support to the Office, signed by the MOD&MV N.N. Mapisa-Nqakula on 25 October 2018. DOD and the Office Workgroup will continue developing solutions and implementing the Ministerial Policy Directive. The implementation of the Ministerial Policy Directive remains a challenge.





PART

2

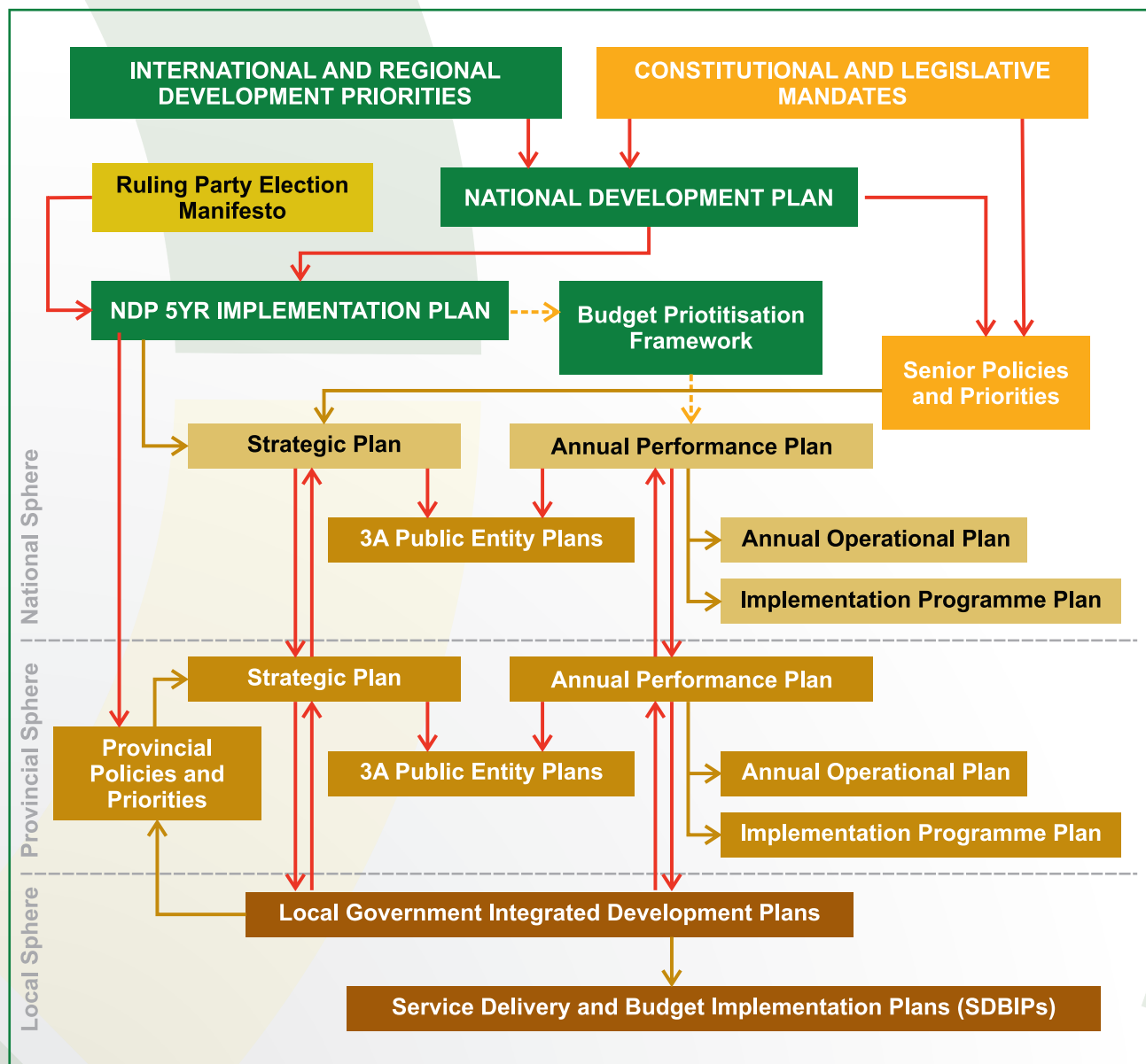
**MEASURING THE OFFICE OF THE
MILITARY OMBUD PERFORMANCE**



OFFICE OF THE MILITARY OMBUD PERFORMANCE INFORMATION

Over the next five years, the Office will continue to support and implement the NDP Vision 2030 and the MTDP Strategic Priorities for 2024-2029. This commitment will ensure a 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 below.

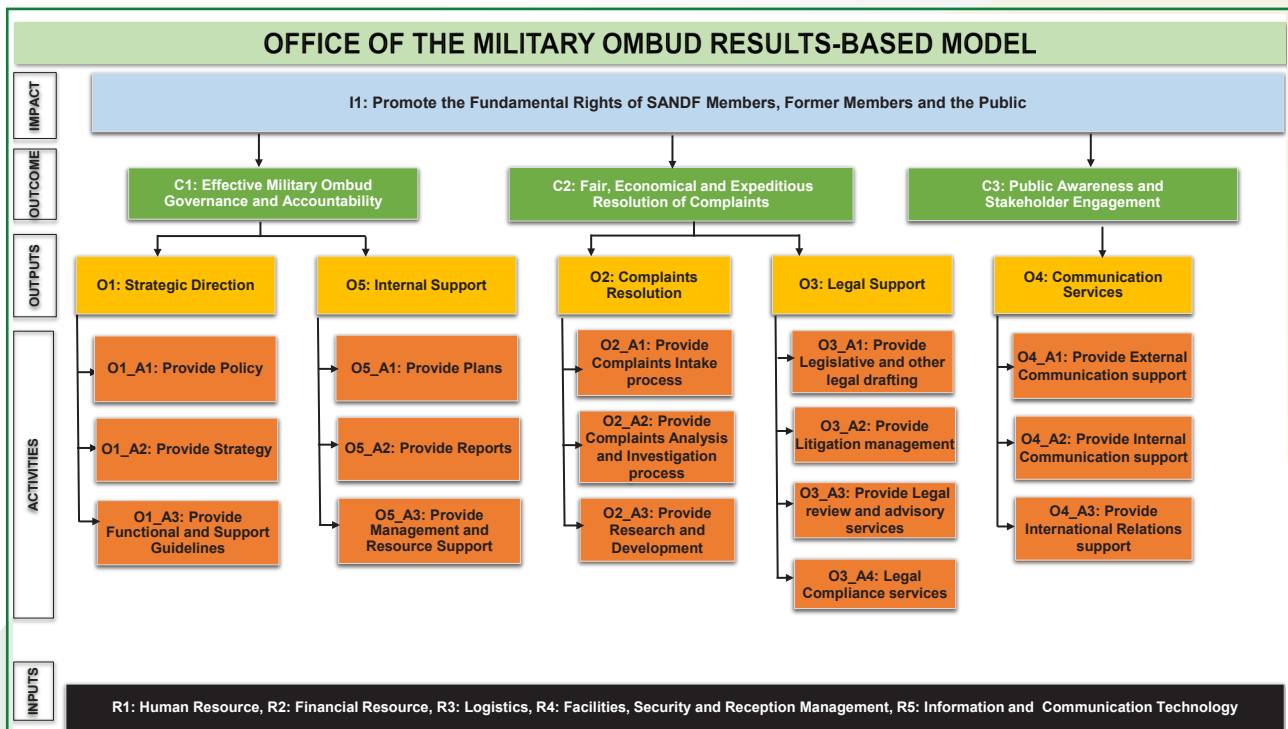
Figure 2: National, Provincial and Local Government Planning Alignment



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 to support it. This will enable the Office to achieve its legislative mandate effectively. As illustrated in Figure 3 below, the RBM's components will be strategically managed through the Office's Planning Instruments, ensuring a focused and results-driven approach.

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





OFFICE OF THE MILITARY OMBUD IMPACT STATEMENT

Impact Statement

Promote the Fundamental Rights of SANDF Members, Former Members and the Public (*RBM prefix I1*)

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.

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 implementation of the SP. The Office's outcomes are directly aligned with its legislative mandate and core functions, as provided in Table 5 below.

Table 5: Measuring the Office of the Military Ombud Outcome 1

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% ²	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% ³	75%
C3	Public Awareness and Stakeholder Engagement	Level of Public Awareness and Understanding of the Office's Mandate	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	30%

² The target baseline is based on the previous MTSF achievement of 100%.

³ The target baseline is based on the previous MTSF achievement: FY2019/20 75%, FY2020/21 80%, FY2021/22 83%, FY2022/23 82% and FY2023/24 79.66%.

EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The 2025-2030 SP aims to improve transparency, accountability and efficiency in addressing complaints lodged by SANDF members, former members and the public, ensuring fair, economic and expeditious resolution. This plan is a guiding framework for the Office to achieve its outcomes and expected performance over the next five years. 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.

- **Strengthening Independent and Impartial Investigations.** To promote accountability and trust within the Office, conducting fair, economical and expeditious investigations into complaints from SANDF members, former members and the public remains imperative. Enhancing investigative capacity through targeted training and leveraging technology can improve efficiency, ultimately reducing the time required for complaint resolution. Alternative Dispute Resolution processes enable effective mediation and negotiation, facilitating faster dispute resolution and promoting a culture of fairness. The revised Complaints Handling Manual will guide the complaints process from intake to resolution (*Outcome 2: Fair, economical and expeditious resolution of complaints; Outcome Indicator: Percentage of written complaints resolved fairly, economically and expeditiously within the Office of the Military Ombud*).
- **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 and focused approach to ensuring effective communication with internal and external stakeholders and to understanding the role of the Office of the Military Ombud (*Outcome 3: Public Awareness and Stakeholder Engagement; Outcome Indicator: Number of external communication activities conducted per year*).
- **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 to be finalised. The main objective is to address the shortcomings of the Office's institutional structure, particularly the challenges with accounting authority and the ongoing difficulties it faces regarding its reliance on DOD administrative and finance processes (*Outcome 1: Effective Military Ombud Governance and Accountability; Outcome Indicator: Percentage compliance with Military Ombud accountability documents submitted*).
- **Enhancing Institutional Capacity and Resource Management.** The Office will continue to provide ongoing skills training and professional development to staff members, 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 (*Outcome 1: Effective Military Ombud Governance and Accountability; Outcome Indicator: Percentage compliance with Military Ombud accountability documents submitted*).

- **Operationalising the Ministerial Policy Directive on Enterprise Resource Support to the Military Ombud as Signed on 25 October 2018.** The DOD and the Office of the Military Ombud Workgroup will continue to develop solutions and implement the Ministerial Policy Directive (*Outcome 1: Effective Military Ombud Governance and Accountability; Outcome Indicator: Percentage compliance with Military Ombud accountability documents submitted*).

ENABLING CONDITIONS TO MEET THE PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

The enabling conditions for the Office of the Military Ombud to meet the planned performance and achieve its mandate over the five-year planning 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 2025-2030 planning period. This includes fair, economical and expeditious complaint resolution, enhancing public awareness and promoting institutional independence, aligned with the MTDP Strategic Priorities for 2024-2029.

OFFICE OF THE MILITARY OMBUD RISKS

The Office continues to pursue its commitment to enabling the effective management of risks throughout the organisation by continually adopting best practices and methodologies related to enterprise risk management. The key risks identified and aligned to the organisation's outcomes are included in Table 6 below.

Table 6: Office of the Military Ombud Risks

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 function, which impacts the accountability framework and resolution enforcement. Alignment with the Public Finance Management Act 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 staff critical posts fully.	- Continue to engage with the National Treasury and Executive Authority 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, unavailability of archived information and lack of cooperation hinder the resolution of complaints.	- Enforce Memorandum of Understanding and Service Level Agreements 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.





PART D

TECHNICAL INDICATOR DESCRIPTIONS



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 lodged 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. <u>Defining Fair, Economical and Expeditious:</u> • 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 “<i>desktop</i>” investigation, which requires data analysis that is fairly easily available and takes 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 financial year.
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 complaints 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	Not Applicable
Desired Performance	80% resolution rate
Indicator Responsibility	Military Ombud (Chief Director Operations)

Indicator Title	Percentage compliance with Military Ombud accountability documents submitted
Definition	This indicator measures compliance with national regulatory and governance requirements. Accountability documents include the Annual Activity Report and Quarterly Reports on the Office of the Military Ombud Strategic Plan and Annual Performance Plan.
Source of data	- 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.
Method of Calculation/ Assessment	X = Actual number of Office of the Military Ombud accountability documents submitted. Y = Total number of accountability documents required to be submitted. % Score = $X/Y \times 100$.
Assumptions	- 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.
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
Desired performance	100% of accountability documents are submitted at least five working days before the required deadline.
Indicator Responsibility	Military Ombud



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Indicator Title	Level of Public Awareness and Understanding of the Office's Mandate
Definition	This indicator measures the extent to which the public, stakeholders, and relevant audiences are informed about the Office's mandate, roles, and responsibilities. It tracks engagement through various outreach channels, including outreach drives, symposia, conferences, media campaigns, and electronic communication platforms.
Justification	This performance indicator is crucial for evaluating the effectiveness of the Office's efforts to increase public awareness and understanding of its mandate. By tracking engagement through outreach events, media campaigns, and electronic platforms, the Office can measure how well it is reaching its target audiences and whether its messaging is resonating with the public. Enhanced awareness contributes to building trust, fostering transparency, and improving the public's perception of the Office's role and relevance. It also strengthens stakeholder relationships, encourages greater participation in the Office's initiatives, and helps ensure that citizens are informed about the services and opportunities available to them. Ultimately, this indicator provides a clear framework for assessing the impact of outreach and communication strategies, enabling the Office to make data-driven improvements and optimise its engagement efforts over time.
Method of Data Collection	• <u>Engagement Data</u>: Number of attendees at outreach events (drives, symposia, and conferences). • <u>Media Presence</u>: Frequency and reach of media articles, social media posts, website visits, and electronic publications. • <u>Surveys/Feedback</u>: Pre- and post-engagement surveys assessing changes in audience knowledge about the Office and its mandate.
Source of Data	• Attendance registers from outreach events. • Website and social media analytics (e.g., number of views, followers, shares). • Media monitoring reports (to assess mentions in print, TV, and online platforms). • Survey results.
Method of Calculation or Assessment	• Annual increase in outreach events by X%. • Increase in positive engagement metrics (e.g., audience reach and feedback scores). • Increase in media mentions of the Office by X%.
Means of Verification	• Attendance registers from outreach events. • Website and social media analytics (e.g., number of views, followers, shares). • Media monitoring reports (to assess mentions in print, TV, and online platforms). • Survey results.
Assumptions	• <u>Public Relevance</u>: The targeted audience (public, stakeholders, etc.) is interested in and willing to engage with information about the Office and its mandate. • <u>Access to Engagement Opportunities</u>: Outreach events, such as symposia, conferences, and drives, will be well-publicised and accessible to diverse demographic groups. • <u>Media and Electronic Reach</u>: Media outlets and electronic platforms will effectively disseminate information and reach the intended audience. • <u>Measurement Feasibility</u>: Data on attendance, media reach, website visits, and survey feedback will be accurately collected, verifiable, and available for analysis. • <u>Behavioural Change Potential</u>: Awareness activities will influence public understanding and positively change perceptions over time. • <u>Capacity for Implementation</u>: The Office will have the necessary resources (staff, budget, logistics) to organise events, create media content and maintain an electronic presence. • <u>Stakeholder Participation</u>: Relevant stakeholders, including media partners, civil society organisations, and community groups, will collaborate and actively participate in outreach efforts. • <u>No Major Disruptions</u>: External factors, such as political instability, public health crises, or natural disasters, will not significantly disrupt planned activities and engagement efforts.

Indicator Title	Level of Public Awareness and Understanding of the Office's Mandate
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
Desired Performance	The desired performance for this indicator is a measurable and sustained increase in public awareness, engagement, and understanding of the Office's mandate.
Indicator Responsibility	Military Ombud (Director Communication Services)



NOTES

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