

DEPARTMENT OF DEFENCE **STRATEGIC PLAN**

2020 - 2025



"Lets grow South Africa together"



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA



DEPARTMENT OF DEFENCE

STRATEGIC PLAN FOR

2020–2025

“Lets grow South Africa together”

Date of tabling: 12 March 2020



defence

Department:
Defence
REPUBLIC OF SOUTH AFRICA

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



This Plan has been developed against the backdrop of the sixth administration Medium-Term Strategic Framework priorities, 2019-2024, in support of the National Development Plan, "Vision 2030". As a developmental State, government through the Medium-Term Strategic Framework, will continue to prioritise the following goals; improving the human capital base, reducing inequalities, modernising the public service and transforming the economy. These Medium-Term Strategic Framework goals articulate the strategic focus of Government and its on-going commitment to build a stronger and effective State, able to respond to the needs and aspirations of the people of South Africa.

It is within the defence mandate that the role of defence will find expression in support of the Medium-Term Strategic Framework Pillars and Priorities of government and support to the national security architecture of the RSA at domestic, regional and continental dimensions.

The reconfiguration of the departmental planning instruments aligned with national requirements, now reflects the DOD Results-Based Model enabling the pursuing of the defence Impact Statement ***"Enhance and contribute to peace, security and stability in the RSA, region, Africa and the world through appropriately resourced and sustained defence capabilities"***. This Impact Statement will be supported by measurable Outcomes, Outputs and Activities that will be implemented and monitored at appropriate governance structures of the Department thereby ensuring support to national imperative. It is my intent during the period of this Plan, to ensure the appropriate governance, execution and compliance functions and structures remain fully effective, thereby ensuring the effective, efficient and economical use of scarce resources, guided by my performance agreement with the Commander-in-Chief.

Defence during the period of the Plan and beyond, will continue, with available resources, to implement national policy in relation to the defence portfolio as articulated in the South African Defence Review 2015. The Review provides the long-term defence policy for South Africa that informs the defence trajectory to be pursued over multiple Medium-Term Strategic Framework periods. The Review maps out five strategic planning milestones as firm foundations to direct the development of the long-term defence strategic trajectory to enable the restoration of South Africa's defence capabilities through an Extended Long-term Development Plan.

Strategically, defence has over the past number of years, been required to transition from being mandate-driven to being funding-driven with a resultant adverse impact on the execution of mandated operations, including the sustainability and modernisation of required defence capabilities. Notwithstanding, the Review has informed the development of non-cost driven departmental policy, strategy and planning instrument development and associated implementation that has taken into consideration the evolving national and defence situational analysis that may have a direct impact on defence during the period of this Plan. My evolving priorities for the Medium-Term Strategic Framework period include the following:

- **Strategic Direction.** Implementation of the SA Defence Review 2015 *“DOD Plan to Arrest the Decline”*.
- **Strategic Resourcing.** Revenue generation to supplement the insufficient defence fiscal allocation.
- **Human Resources.** Maintaining the SANDF Establishment Force Levels.
- **Organisational Renewal.** Ensuring appropriate organisational form and structure.
- **Capability Sustainment.** Maintenance of defence capabilities.
- **Ordered Defence Commitments.** Increased contribution by Defence to the National Developmental Agenda.

It remains my commitment during the period of this Plan, to enable the attaining of the DOD Impact Statement in support of national Medium-Term Strategic Framework imperatives, thereby enhancing and contributing to building safer communities, fighting corruption and promoting integrity through *inter alia*, the protecting of the borders of the RSA.

In conclusion, the Department of Defence affirms its deepest commitment to achieving the full spectrum of its Constitutional mandate, ensuring the successful attainment of its resourced Outputs and Activities that include the ensuring of sound departmental governance and the execution of ordered defence commitments within a sound departmental value system that upholds as foremost, discipline, transparency, fairness and excellence through leadership, honesty and integrity.

Herewith, I endorse the departmental Strategic Plan for the period 2020-2025 and will ensure that this Plan is implemented through the Annual Performance Plans of the Department within the available resources.

Ms N.N. Mapisa-Nqakula

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

Date: 28 February 2020



ACCOUNTING OFFICER STATEMENT, DR S.M. GULUBE



In support of the political direction of the Executive Authority and the National Development Plan, “Vision 2030”, as articulated through the governmental priorities of the 2019-2024 Medium-Term Strategic Framework, I, as the Head of the Department and Accounting Officer of Defence, will continue to give effect to my Constitutional mandate, to function under the direction of the Cabinet member responsible for the Defence Portfolio. For the period of this Plan and beyond, the primary function of my office will be to continuously ensure appropriate organisational form and structure whilst ensuring the effective, efficient and economic management of the Department, thereby enabling the meeting of set defence related 2019-2024 Medium-Term Strategic Framework targets.

From a **governance** perspective, the enhancing of current systems of departmental strategic direction, leadership and administration, inclusive of the strengthening of internal controls and assurance functions that enable the management, control and reporting on allocated resources in pursuit of our Defence mandate, remains a key focus area.

The implementation of the 2019-2024 Medium-Term Strategic Framework priorities and the associated targets will find expression in both this Plan and subsequent departmental planning instruments that will enable the effective, efficient and economical utilisation of scarce resources within the Department of Defence, with a specific focus on our **Human Resource** component.

The implementation of national government policy on defence, as articulated in the **South African Defence Review 2015**, will remain the primary national policy informing the defence trajectory during the period of this Plan and beyond. While there remains a non-alignment between the defence resource allocation and the defence ambition requirements articulated in the Review, the Department will inwardly undertake initiatives, in an attempt to ensure the sustainability of defence over the short, medium and long-term. Consultation with identified stakeholders will continue, in an effort to secure appropriate defence funding in order to give effect to our Constitutional mandate, whilst creating value to the citizens of the Republic of South Africa, the Southern African Development Community Region, Africa and the World.

The **sustainment and modernisation of defence capabilities** with associated resourcing, that will ensure their future relevance and ability to execute ordered commitments as directed by government, remains central to this Plan. Within the context of the Fourth Industrial Revolution and the associated rapid pace of technological change, the establishment of a Defence **Strategic Research Capability**, will serve to inform multiple defence trajectory options, best suited to optimally position defence within this rapidly changing contextual environment. The exploitation of **information, communication and technology** across the Defence Portfolio as a key efficiency lever, will be pursued, serving as a force-multiplier, whilst departmentally imparting scarce skills and creating the organisation of the future.

Defence in support of a **developmental State**, will enable local economic transformation and the sustainment of communities where defence has a footprint, through **Project Koba Tlala**. This will be achieved through the establishment of agricultural hubs able to uplift women, youth and people with disabilities in identified rural areas and communities.

Beyond the borders of South Africa, Defence will continue to pursue and support national foreign policy objectives within the region, Africa and the World through established co-operation agreements and initiatives that strengthen **defence diplomacy** efforts.

It therefore remains my commitment during the period of this Plan to give effect to the Department of Defence Impact Statement, ***“Enhance and contribute to peace, security and stability in the RSA, region, Africa and the world through appropriately resourced and sustained defence capabilities”***, whilst engaging with the Executive Authority and identified stakeholders, to influence and realise an increase in the defence portfolio budget allocation in support of the Defence mandate. It is through the pursuance of the Defence Impact Statement and associated Defence mandate, that we will enhance and contribute to creating value to the citizens of the Republic of South Africa, the Southern African Development Community Region, Africa and the World.

I herewith extend my thanks to the Executive Authority, external oversight committees and assurance providers for their on-going support.

It is my privilege to present the Department of Defence Strategic Plan for 2020-2025.



(DR S.M. GULUBE)
SECRETARY FOR DEFENCE: DIRECTOR-GENERAL

Date: 27 February 2020



STATEMENT BY THE CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE, GENERAL S.Z. SHOKE



In the 2019-2024 Medium-Term Strategic Framework period, starting FY2020/21, the Defence Force is likely to maintain the current operational capability within the current operational strength. The South African National Defence Force remains in financial distress. Unless an intervention is made, this situation may have an adverse effect in the capabilities of the South African National Defence Force to the extent of rendering the Defence Force not fit for purpose both in the medium and long term, thus affecting the national security of the country.

Notwithstanding the economic downturn that South Africa is facing, which impact negatively on the fiscus and thus the budget of the Defence Force, the Defence Force was, in the past Medium-Term Strategic Framework periods, able to fulfill its international obligations, *inter alia*, the United Nations Mission in the Democratic Republic of Congo (as part of the Force Intervention Brigade) and Maritime Security in the Mozambique Channel amongst others. In the 2019-2024 Medium-Term Strategic Framework period, the South African National Defence Force will continue with aforesaid commitments in partnership with the Southern African Development Community member states and in support of South Africa's foreign policy.

Again, looking back to previous Medium-Term Strategic Framework periods, the South African National Defence Force was resilient to sustain its core mandate of safeguarding South Africa's land, air and maritime borders. These achievements were made possible despite the severity of under-funding. The South African National Defence Force will continue to support the people of South Africa by protecting our borders against multiple security threats such as weapons smuggling, maritime piracy and terrorism amongst others. The Defence Force was able to respond to natural disasters, caused by climate change that adversely affected some parts of the region. People trapped in bad weather conditions were rescued and moved to safer areas. Moving forward to the 2019-2024 Medium-Term Strategic Framework period, the South African National Defence Force will prioritise assistance to local government authorities and other state departments internally in Republic of South Africa.

In support of the Department of Defence Impact Statement, the South African National Defence Force will continue to identify and implement resourced interventions to enhance combat readiness for our multi-mission capabilities required for intervention operations as may be ordered by the President of the Republic of South Africa.

The South African National Defence Force will intensify border liaison with our neighbours to leverage partnership and collective security with our neighbours where resources are inadequate. Within available resources the South African National Defence Force will make use of force multipliers to monitor our borders.

The South African National Defence Force will always remain committed to execute our Constitutional mandate with a high level of discipline, commitment, professionalism and dedication.



(S.Z. SHOKE)
CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE
FORCE: GENERAL

Date: 26 February 2020



OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

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

(MR E.S. SOKHELA)
CHIEF FINANCIAL OFFICER: DEPUTY DIRECTOR-GENERAL

Date: 14 February 2020

(DR T. GAMEDE)
CHIEF DEFENCE POLICY, STRATEGY AND PLANNING: DEPUTY DIRECTOR-GENERAL

Date: 14 February 2020

(S.Z. SHOKE)
CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE: GENERAL

Date: 05 February 2020

(DR S.M. GULUBE)
SECRETARY FOR DEFENCE: DIRECTOR-GENERAL

Date: 14 February 2020

Approved by:

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

Date: 19 February 2020

GLOSSARY

LIST OF ABBREVIATIONS USED IN THIS DOD STRATEGIC PLAN (2020-2025)	
ACIRC	African Capacity for Immediate Response to Crises
APSA	African Peace and Security Architecture
AGSA	Auditor-General of South Africa
APP	Annual Performance Plan
ARMSCOR	Armament Corporation of South Africa
AO	Accounting Officer
AU	African Union
BBBEE	Broad-Based Black Economic Empowerment
CCB	Castle Control Board
COE	Compensation of Employees
C SANDF	Chief of the South African National Defence Force
DEF SEC	Defence Secretariat
DFSC	Defence Force Service Commission
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service Administration
DPWI	National Department of Public Works and Infrastructure
DOD	Department of Defence
EA	Executive Authority
EEZ	Exclusive Economic Zone
FOSAD	Forum of South African Directors-General
FMS	Financial Management System
FY	Financial Year
GDP	Gross Domestic Product
HR	Human Resources
HOD	Head of Department
ICAO	International Civil Aviation Organisation
ICT	Information, Communication and Technology
ICTS	Information, Communication and Technology Systems
IDES	Integrated Defence Enterprise System
IFMS	Integrated Financial Management System
IPAP	Industrial Policy Action Plan

IT	Information Technology
J1-9	Joint Staff Functions
JFE	Joint Force Employment
MOD&MV	Minister of Defence and Military Veterans
MOU	Memorandum of Understanding
MSDS	Military Skills Development System
MTBPS	Medium-Term Budget Policy Statement
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NCACC	National Conventional Armaments Control Committee
NDP	National Development Plan, "Vision 2030"
NGP	National Growth Path
NT	National Treasury
PSC	Peace and Security Council
PFMA	Public Finance Management Act
PSAP	Public Service Act Personnel
QPR	Quarterly Performance Report
RBM	Results-Based Model
RFC	Reserve Force Council
RISDP	Development Regional Indicative Strategic Development Plan
RSA	Republic of South Africa
SA	South Africa
SADC	Southern African Development Community
SANDF	South African National Defence Force
SAPS	South African Police Service
SCAMP	Strategic Capital Acquisition Master Plan
SDA	Special Defence Account
SEC DEF	Secretary for Defence
SMS	Senior Management Service
SP	Strategic Plan
SPF	Strategic Planning Framework
SONA	State of the Nation Address
UN	United Nations
URTP	University Reserve Training Programme

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PART A

DOD MANDATE

PART A: DOD MANDATE

CONSTITUTIONAL MANDATE

In terms of Section 200(2) of the Constitution of the Republic of South Africa (RSA) 1996, the primary purpose of the South African National Defence Force (SANDF) is to defend and protect the RSA, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force.

LEGISLATIVE AND POLICY MANDATES

LEGISLATIVE MANDATE

The Constitutional and primary legislative mandates governing the DOD are reflected in Table 1 below:

Table 1: DOD Constitutional and Legislative Mandates

REGULATORY FRAMEWORK/ LEGISLATION	RESPONSIBILITIES PLACED ON THE DOD
CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA OF 1996 (ACT NO. 108 OF 1996)	Section 92: Provides for the accountability and responsibilities of members of Cabinet: Members of the Cabinet are accountable to Parliament for the exercise of their powers and the performance of their functions.
	Section 198: Provides for governing principles of national security in the Republic.
	Section 199: Provides for the establishment, structuring and conduct of security services.
	Section 200: Provides for a structured disciplined military force and the primary objective, which is to defend and protect the Republic, its territorial integrity and its people.
	Section 201: Provides for the political responsibility and employment of the Defence Force.
	Section 202: The President as Head of the National Executive is the Commander-in-Chief of the Defence Force, and must appoint the Military Command of the Defence Force.
	Section 204: A civilian secretariat for Defence must be established by national legislation to function under the direction of the Cabinet member responsible for Defence.
Section 41(1): Provides for the principles of cooperative government and inter-governmental relations.	

REGULATORY FRAMEWORK/ LEGISLATION	RESPONSIBILITIES PLACED ON THE DOD
DEFENCE ACT, 2002 (ACT NO. 42 OF 2002)	<p>Section 4A: Composition of the Military Command.</p> <p>Section 5: Composition of the Department of Defence.</p> <p>Section 6: Establishment of the Defence Secretariat.</p> <p>Section 7: Appointment of the Secretary for Defence as head of the department.</p> <p>Section 8: Functions of the Secretary for Defence.</p> <p>Section 9: Delegation of Powers and Assignment of Duties by the Secretary for Defence.</p> <p>Section 10: Departmental Investigations by the Secretary for Defence.</p> <p>Section 11: Composition and Establishment of the South African National Defence Force.</p> <p>Section 12: Services of the Defence Force and structural components.</p> <p>Section 13: Appointment of the Chief of the Defence Force.</p> <p>Section 14: Functions of the Chief of the Defence Force.</p> <p>Section 15: Delegation of Powers by the Chief of the Defence Force.</p> <p>Section 18: Employment of the Defence Force.</p> <p>Section 30: Appointment of Military Police Officials.</p> <p>Section 33: Intelligence Division of the Defence Force.</p> <p>Section 34: Application of Strategic and Operational Intelligence.</p> <p>Section 43: Establishment and composition of the Council of Defence.</p> <p>Section 48: Establishment of the Reserve Force Council.</p> <p>Section 53: Reserve Force.</p> <p>Section 90: Mobilisation during state of National Defence.</p> <p>Section 91: State of National Defence Regulations.</p> <p>Section 93: Service by members in fulfilment of international obligation.</p> <p>Section 94: Attachment of personnel.</p> <p>Section 95: Command over members serving under control of international bodies.</p> <p>Section 96: Command over members serving together with other military force.</p>
DEFENCE AMENDMENT ACT, 2010 (ACT NO. 22 OF 2010)	<p>Section 4A: Military Command of the Defence Force.</p> <p>Section 53/104: Rendering of service by the Reserve Force. Section 53(3A): Compulsory call-up of Reserve Force members by the Commander.</p> <p>Section 62: Establishment and Functions of the Defence Force Service Commission.</p> <p>Section 62(A): Establishment and Composition of the Defence Force Service Commission.</p> <p>Section 62(B): Functions of the Defence Force Service Commission.</p>

REGULATORY FRAMEWORK/ LEGISLATION	RESPONSIBILITIES PLACED ON THE DOD
PUBLIC SERVICE ACT, 1994 (ACT NO. 103 OF 1994)	<p>Schedule 1: Secretary for Defence is the Head of the Department.</p> <p>Section 7(3)(a): Each department shall have a head (Accounting Officer) who shall be the incumbent of the post on the establishment bearing the designation mentioned in column 2 of Schedule 1, 2 or 3 opposite the name of the relevant department or component, or the employee who is acting in that post.</p> <p>Section 7(3)(b): Subject to the provisions of paragraphs (c) and (d), a head of department shall be responsible for the efficient management and administration of his or her department, including the effective utilisation and training of staff, the maintenance of discipline, the promotion of sound labour relations and the proper use and care of State property, and he or she shall perform the functions that may be prescribed.</p>
PUBLIC FINANCE MANAGEMENT ACT, 1999 (ACT NO. 1 OF 1999)	<p>Section 13: Deposits into National Revenue Fund.</p> <p>Section 29(2)(a) and (b): Expenditure before annual budget is passed.</p> <p>Section 36: Appointment as the Accounting Officer.</p> <p>Furthermore, among other things, the Accounting Officer is to ensure the provision and maintenance of effective, efficient and transparent systems of financial and risk management and internal control in accordance with sections 13; 29 2 (a)(b);</p> <p>Section 38: General responsibilities of accounting officers.</p> <p>Section 39: Accounting officers' responsibilities relating to budgetary control.</p> <p>Section 40: Accounting officers' reporting responsibilities.</p> <p>Section 41: Information to be submitted by accounting officers.</p> <p>Section 42: Accounting officers' responsibilities when assets and liabilities are transferred.</p> <p>Section 43: Virement between main divisions within votes.</p> <p>Section 44: Assignment of powers and duties by accounting officers.</p> <p>Section 45: Responsibilities of other officials.</p> <p>Section 46: Application of public entities.</p> <p>Section 47(1)(a): Unlisted public entities.</p> <p>Section 63: Financial responsibilities of executive authorities.</p> <p>Section 64: Financial responsibilities of executive authorities.</p> <p>Section 65: Tabling in legislatures.</p> <p>Section 81: Financial misconduct by officials in departments and constitutional institutions.</p> <p>Section 89: Functions of Accounting Standards Board.</p>
MILITARY OMBUD ACT, 2012 (ACT NO. 4 OF 2012)	Provides for the establishment and mandate of the Office of the Military Ombud.
CASTLE MANAGEMENT ACT, 1993 (ACT NO. 207 OF 1993)	Castle Control Board to govern and manage the Castle of Good Hope on behalf of the Minister of Defence and Military Veterans.
ARMSCOR ACT, 2003 (ACT NO. 51 OF 2003)	Armscor is to adhere to accepted corporate governance principles, best business practices and generally accepted accounting practices within a framework of established norms and standards that reflect fairness, equity, transparency, economy, efficiency, accountability and lawfulness.

REGULATORY FRAMEWORK/ LEGISLATION	RESPONSIBILITIES PLACED ON THE DOD
NON-PROLIFERATION OF WEAPONS OF MASS DESTRUCTION ACT, 1993 (ACT NO. 87 OF 1993)	Subject to the Act on Non-proliferation of Weapons of Mass Destruction, which Armscor performs on behalf of the DOD for or on behalf of any sovereign state.
NATIONAL CONVENTIONAL ARMS CONTROL ACT, 2002 (ACT NO. 41 OF 2002)	Section 9(2): Ensure compliance with the policy of the Government in respect of arms control. Ensure that trade in conventional arms is conducted in compliance with the Act and that all regulatory processes of the Act are adhered to.
NATIONAL STRATEGIC INTELLIGENCE ACT, 1994 (ACT NO. 39 OF 1994)	Section 2(3)(4) referring to the collection of information.
DEFENCE SPECIAL ACCOUNT ACT, 1974 (ACT NO. 6 OF 1974)	Section 2(c) states that moneys in the account shall be utilised to defray expenditure and purchases of the DOD (relates to the Strategic Capital Acquisition Master Plan [SCAMP])
PROMOTION OF ACCESS TO INFORMATION ACT, 2000 (ACT NO. 2 OF 2000)	Each public and private body must make provision, in the manner prescribed in section 17 of the Promotion of Access to Information Act, with the necessary changes, for the designation of— (a) such a number of persons, if any, as deputy information officers as is necessary to perform the duties and responsibilities as set out in section 55(1) of this Act; and (b) any power or duty conferred or imposed on an information officer by this Act to a deputy information officer of that public or private body.

INTERNATIONAL AGREEMENTS

Section 231 of the Constitution of the RSA, 1996 prescribes International agreements to which the DOD must adhere inclusive of the International Humanitarian Law. The following, international agreements, but not limited to, remains applicable to the Department as reflected in Table 2 below:

Table 2: International Agreements as Mandated applicable to the DOD

INTERNATIONAL AGREEMENT	RESPONSIBILITIES PLACED UPON THE DOD
UNITED NATIONS CHARTER	Article 51 stipulates: "Nothing in the present Charter shall impair the inherent right of individual or collective self-defence if an armed attack occurs against a Member of the United Nations, until the Security Council has taken measures necessary to maintain international peace and security."
VIENNA CONVENTION ON DIPLOMATIC IMMUNITIES AND PRIVILEGES, 1961	Member deployed as a Military Attaché are to execute their mandate within this Framework for Diplomatic Relations.
INTERNATIONAL CONVENTION ON MARITIME SEARCH AND RESCUE 1979	The International Maritime Organisation Maritime Safety Committee divided the oceans of the world into 13 search and rescue areas, in each of which the countries concerned have delimited search and rescue regions for which they are responsible. South Africa has an obligation regarding a vast search and rescue area.
SOUTHERN AFRICA DEVELOPMENT COMMUNITY MUTUAL DEFENCE PACT	Article 6(1) stipulates: "An armed attack against a State Party shall be considered a threat to regional peace and security and such an attack shall be met with immediate collective action."
AFRICAN UNION NON-AGGRESSION AND COMMON DEFENCE PACT	Article 4(a) stipulates: "State Parties undertake to provide mutual assistance towards their common defence and security vis-à-vis any aggression or threats of aggression." Article 4(b) Stipulates: "State Parties undertake, individually and collectively, to respond by all available means to aggression or threats of aggression against any Member State."

INTERNATIONAL AGREEMENT	RESPONSIBILITIES PLACED UPON THE DOD
CHICAGO CONVENTION (ALSO KNOWN AS THE CONVENTION ON INTERNATIONAL CIVIL AVIATION), CAME INTO EFFECT ON 4 APRIL 1947.	<p>The International Civil Aviation Organisation (ICAO), a specialised agency of the UN is charged with coordinating and regulating international air travel. The Convention establishes rules of airspace, aircraft registration and safety, and details the rights of the signatories in relation to air travel. It also exempts air fuels from tax. The Convention was signed by 52 states in Chicago on 7 December 1944.</p> <p>The Convention provides for the sovereignty of airspace above the territory of each state, together with five freedoms (later expanded to nine by the addition of four unofficial freedoms), which govern the freedom of states to operate air transport flights (including the carriage of passengers, cargo and mail) across, into and within the airspace of other States. Only the first two of these freedoms apply automatically to signatory states, the remainder being subject to national agreement.</p>

DOD POLICIES AND STRATEGIES OVER THE 2019-2024 MTSF PLANNING PERIOD

THE DOD STRATEGIC ALIGNMENT TRANSLATING NATIONAL IMPERATIVES INTO THE DOD STRATEGIC DIRECTION PROCESS

The DOD follows the systematic integration of National policy directions into a cascading hierarchy of internal departmental policies, strategies and plans and ultimate monitoring and evaluation, as articulated in Figure 1. The hierarchy is articulated as follows:

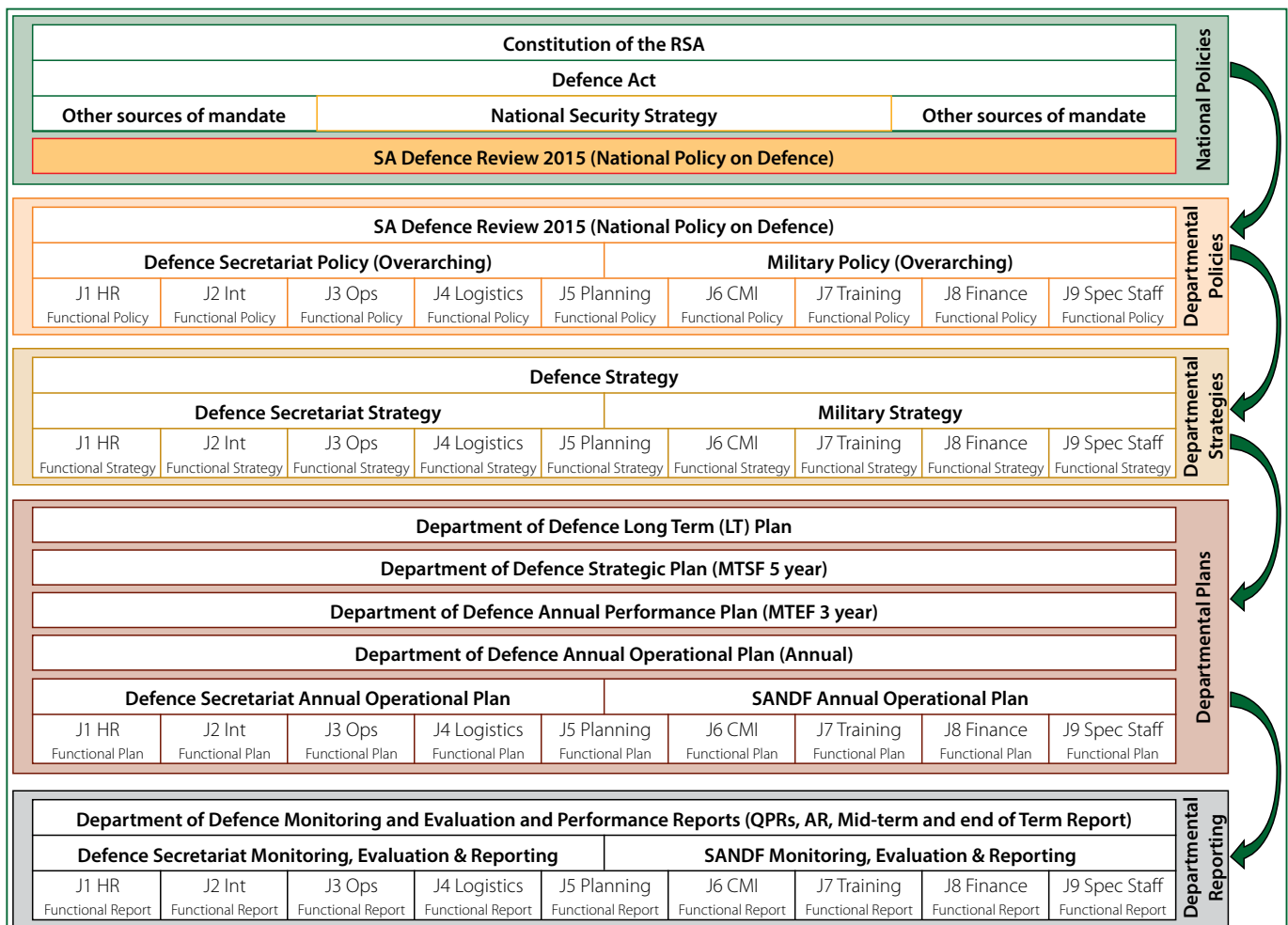


Figure 1: Hierarchy of DOD Policy, Strategy, Plan and Reporting Processes¹

¹ The National Policy on Defence, includes both the National Policies and the development of the Departmental Policies to ensure alignment with the policies by Government. The phrasing “Defence Strategy”, as reflected in Figure 1, also referred to as the “DOD Strategy” in this Plan.

- National Policy/Regulatory Framework. The mandate of the DOD is derived from legislation, national imperatives, national strategies and plans. The building blocks of this mandate can be found in the Constitution of the RSA, 1996; the White Paper on National Defence for the RSA, May 1996; the Defence Act, 2002; the National Security Strategy and the SA Defence Review 2015, as well as other legislation that impacts on the defence function as discussed in Tables 1 and 2 of this Plan.
- Departmental Policies. The SA Defence Review 2015, is both the National Policy on Defence and Departmental Policy on Defence. The SA Defence Review 2015 thus provides policy guidance to the functional domains within the DOD. In addition, Government priorities and imperatives are integrated where appropriate, within policy phase to inform the subsequent development of internal strategies and plans. The SA Defence Review 2015 thus provides the departmental capstone policy mandate for the nine functional domain policies as indicated in Figure 1. The descriptions of the Joint Staff Functions (J1 to J9) have been extracted from the SA Defence Review 2015 as they provide for a complete and holistic view of staff functionality requirements.
- Departmental Strategies. Derived from the Departmental Policy on Defence, the corporate DOD Strategy, also referred to as the Defence Strategy, shapes the development of the two subordinate strategies, namely the Defence Secretariat Strategy and the Military Strategy that provide corporate direction for the formulation of subsequent functional strategies and Level 2 Services and Divisional Strategies.
- Departmental Plans. Once approved and promulgated, the above set of departmental strategies forms the basis for the development of departmental plans. These plans consist, of among others, the DOD Long-term Plan addressing a 20 to 30 year trajectory, the departmental Strategic Plan (SP) for the Medium-Term Strategic Framework (MTSF) 5-year period, the departmental Annual Performance Plan (APP) aligned with the Medium-Term Expenditure Framework (MTEF) and the departmental Annual Operational Plan (AOP). The implementation instrument of the DOD APP is undertaken annually through the DOD AOP.
- Departmental Performance Monitoring, Evaluation and Reporting. Departmental performance monitoring, evaluation and reporting are done against the departmental APPs and AOPs. An integral part of monitoring and evaluation is the practice of regular and ad hoc reviews. Mid-term reviews must be undertaken against the SP after two and a half years and End-term reviews on the fifth year of the strategic period. The findings of the Mid-term reviews must be used during the assessment of draft APPs for the next financial period and the SP in the following planning cycle. The End-term reviews provide the extent of progress and achievement on the implementation of the SP against set outcomes and impacts in support of national policy objectives. The Quarterly Performance Reports (QPRs) and Annual Reports (AR) provide progress reports on the implementation of the APP with particular reference to monitoring performance against outputs of the Department. These reports are utilised for the purposes of internal management control and decision-making and to ensure civil control by the Executive Authority, as well as a monitoring instrument by external oversight bodies over the defence function in accordance with the civil-military prescripts provided for in legislation.

The following departmental policies and strategies will provide direction to the DOD during the 2019-2024 MTSF and the period of this Plan (2020-2025), as reflected in Table 3 below:

Table 3: DOD Policies and Strategies over the Departmental Planning Period (2020-2025)

SERIAL NO	POLICY AND STRATEGY NAMES	SHORT DESCRIPTIONS
1	White Paper on National Defence of the RSA, May 1996	The White Paper presents the defence policy of the Government following a process of consultation with Parliament and the public during 1996. Its principal purpose is to shape legislation pertaining to Defence and to inform citizens and other states, particularly those in Africa, of South Africa's strategic intent and defence policy principles. The White Paper is also intended to serve as a confidence- and security-building measure in Southern Africa. This policy covers matters such as: the mandate of Defence, civil-military relations, the structure of Defence, human resources policies, budgetary considerations, arms control and the defence industry.
2	SA Defence Review 2015	The Review provides a long-term National Defence Policy and Defence Strategic Trajectory to be pursued by the country over multiple MTSF periods.
3	DOD Strategy	<p>The DOD Strategy is derived from, among others, the National Security Strategy and national policy mandates, projecting the posture of defence both nationally and internationally.</p> <p>The DOD Strategy serves to frame the Defence Function, define key relations, proposed strategic deliverables and balance the ENDS, WAYS and MEANS.</p> <p>The DOD Strategy serves as the foundational strategy for the development of both the Secretariat and Military Strategies.</p> <p>The DOD Strategy encapsulates the internal strategy for the Department. This strategy serves as the strategy for the Head of the Department (HOD) and encapsulates the Department Business Strategy. It further informs the Military Strategy in terms of departmental administrative functions.</p>
4	Military Strategy	The Military Strategy provides strategic guidance for force employment, force preparation, force support and force renewal by means of Military Strategic Objectives, strategic missions, strategic concepts and strategic capabilities in compliance with prevailing Constitutional and legislative requirements, with its Constitutional mandate, national policy on defence [the White Paper on Defence, 1996 and the SA Defence Review 2015] and governmental direction. It therefore assists in prioritising resource allocation within the SANDF.
5	Defence Secretariat Strategy	The Defence Secretariat Strategy outlines the ENDS, WAYS and MEANS to achieve sound Departmental Governance and enhancing civil control of Defence in compliance with prevailing Constitutional and legislative requirements.

DEPARTMENTAL POLICY MANDATE

SOUTH AFRICAN DEFENCE REVIEW 2015

The SA Defence Review 2015 represents a comprehensive national government review of the defence function within the context of changes to the security environment both domestically and abroad. The SA Defence Review 2015 is the updated National Policy on Defence that will continue to inform departmental policies, strategies and the development of implementation plans. The SA Defence Review 2015 provides the national defence policy for South Africa that informs the defence trajectory to be pursued over multiple MTSF periods. The SA Defence Review 2015 was approved by Cabinet on 19 March 2014, providing three strategic defence policy options for aligning the defence function towards sustainable future relevance in a complex and ever-changing world, and was endorsed by the National Assembly and the National Council of Provinces on 04 June 2015 and 24 June 2015 respectively. The three defence strategic Policy trajectory options include the following:

- **Option 1.** “Expand over the trajectory in partnership”.
- **Option 2.** “Expand independently”.
- **Option 3.** “Shrink to financial allocation”.

Defence Strategic Policy Option 2 was selected, approved and endorsed by Cabinet and Parliament respectively. This selected option focusses on the maximum preservation of the sovereignty of the defence function and posits a level of defence ambition that is commensurate with South Africa’s continental gravitas, as well as the role that South Africa is expected to and should pursue on the African continent.

In the light of the fiscal constraints facing South Africa, the DOD (SANDF), will continue, in as far as resources permit, to pursue a rebalance of the suite of military capabilities towards a future-force that has a wide range of utility. The latter re-balancing is intended to ensure the future relevance of the Defence Force able to sustainably execute selected priority missions, perform its mandated core functions and provide value to South Africa as a developmental state.

The SA Defence Review 2015 reflects on the Defence Outcomes (Goals) and Outputs (Tasks) which contribute to the DOD Impact Statement as articulated in the Defence Strategic Plan 2020-2025, namely **“Enhance and contribute to peace, security and stability in the RSA, region, Africa and the world through appropriately resourced and sustained defence capabilities”**, as indicated in Figure 2.



Figure 2: DOD Goals and Tasks²

The SA Defence Review 2015 maps out five strategic planning milestones, as presented in Figure 3, as firm foundations to direct the development of South Africa’s defence capabilities through a DOD Extended Long-term Defence Development Plan³. As funding permits, this Plan will be integrated into both the national and departmental planning, budgeting and reporting cycles to ensure monitored implementation.

² The DOD Goals 1 to 4 and the associated tasks, as reflected in the SA Defence Review 2015, are linked to the Governmental 2019-2024 MTSF Priorities, namely MTSF Priority 6 **“Social Cohesion and Safer Communities”** and MTSF Priority 7 **“A Better Africa and a Better World”**.

³ The Defence Review Implementation Plan **“DOD Plan to Arrest the Decline”** as approved by the Minister of Defence and Military Veterans on 07 March 2017.

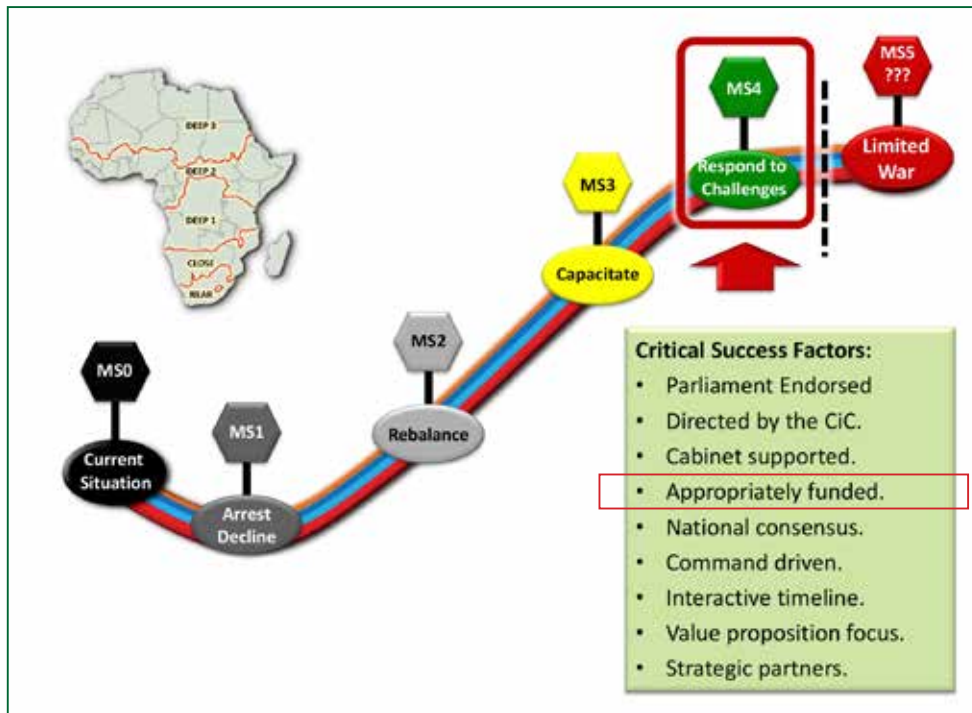


Figure 3: DOD Trajectory

The first four milestones will provide the initial impetus to ensuring an adequate, appropriate and relevant defence capability for South Africa. Milestone 5 will remain the constitutional contingency which can be achieved from the firm foundation provided by Milestone 4. The Milestones are presented as follows:

- **Milestone 0 (MS0).** The current situation within the DOD commencing 2017.
- **Milestone 1 (MS1).** Arresting the decline in critical capabilities through immediate and direct interventions.
- **Milestone 2 (MS2).** Re-balance and re-organise the Defence Force as the foundation for future growth.
- **Milestone 3 (MS3).** Create a sustainable Defence Force able to meet ordered defence commitments.
- **Milestone 4 (MS4).** Enhance the capacity of the Defence Force to respond to emerging threats and a wide range of strategic challenges.
- **Milestone 5 (MS5).** Defence of the Republic against any direct threat.

During 2017, the DOD completed the **“DOD Plan to Arrest the Decline”**, which was approved by the Council on Defence on 07 March 2017, after which it was presented to and endorsed by the Joint Standing Committee on Defence in Parliament on 12 May 2017.

The **“DOD Plan to Arrest the Decline”** is the Framework against which the DOD enables the programmatic implementation of the SA Defence Review 2015, continuing to form the basis for a strategic-level negotiation process between the DOD and identified stakeholders, so as to ensure the appropriate resourcing of the defence portfolio.

This **“DOD Plan to Arrest the Decline”** consists of a number of interventions and deliverables that will enable the systematic implementation of the SA Defence Review 2015. The interventions and deliverables are fully dependant on the consistent improvement in the baseline funding allocation to the DOD. These interventions and deliverables are collated into sequential work packages as depicted in Figure 4 below:

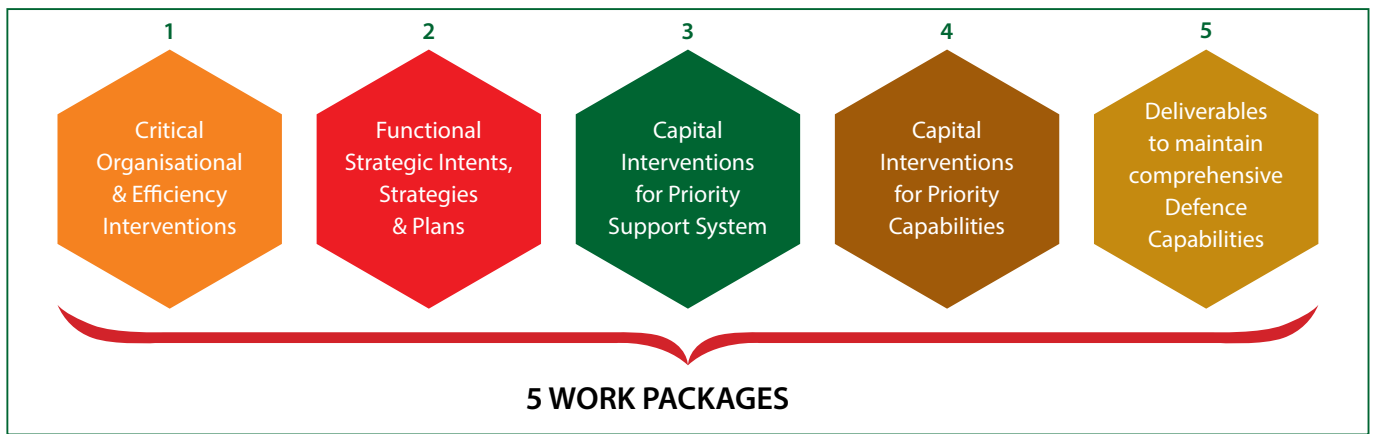


Figure 4: SA Defence Review 2015 Implementation Work Packages

Although the majority of the critical success factors enabling the successful implementation of the SA Defence Review 2015, as reflected in Figure 3, have been achieved, the level of appropriate funding remains the most significant and un-achieved critical success factor and subsequent deterrent to its implementation. The full implementation of the SA Defence Review 2015 is not envisaged during the period of this Strategic Plan (2020-2025) due to the current fiscal challenges and prevailing defence baseline allocation.

In terms of the non-cost deliverables of the SA Defence Review 2015 (Work Packages 1 and 2, depicted in Figure 4), the Department will continue with the development and approval of the DOD Strategy, the Military Strategy and the Defence Secretariat Strategy, inclusive of the implementation of organisational efficiency interventions over the 2019-2024 MTSF and the period of this Plan (2020-2025).

RELEVANT COURT RULINGS

The DOD does not envisage any relevant court rulings that may have an impact on the mandate of the Department over the 2019-2024 MTSF and the period of this Plan (2020-2025). However, the following draft Bills, awaiting Parliamentary approval, may have an impact on the departmental legislation and internal processes:

- Draft Military Discipline Bill.
- Draft Defence Amendment Bill (No. 18 of 2017).
- Draft Hydrographic Bill (No. 17 of 2018).



PART B

DOD STRATEGIC FOCUS

PART B: DOD STRATEGIC FOCUS

VISION

"Effective defence for a democratic South Africa".

MISSION

"To enable, prepare, employ, sustain and renew Defence capabilities in accordance with the needs of South Africa as regulated by the Constitution, National Legislation, Parliamentary and Executive direction".

VALUES

DOD ORGANISATIONAL VALUES

The DOD has committed itself to organisational values that are rooted in individual values, codes of conduct and unit cohesion. In the execution of the defence Mission Statement, the DOD continues to pursue and adhere to the following organisational values:

- **Accountability.** We shall have the responsibility to answer for the outcomes of the DOD, the behaviour of our members, as well as the actions and performance in the execution of our constitutional obligations and an organisational culture of consequence management.
- **Consultation Rooted in Effective and Efficient Partnership and Collaboration.** We shall encourage and improve links with other Government departments, relevant Organs of State and identified stakeholders. We will strengthen partnerships with industry, allies and the community at large. We shall promote collaboration within the DOD, harmonise activities and systems and, where possible, share knowledge.
- **Discipline.** We shall consistently uphold a high level of discipline. We shall individually and collectively sustain and safeguard the profile and image of the defence establishment as a disciplined profession.
- **Ethics.** We shall adopt and encourage reasonable working practices. We shall not be deflected by the demands of own vested interests but those of the DOD. We shall foster fairness and trustworthiness in all that we do. We shall not ignore difficult issues or situations.
- **Excellence.** We shall build on what we do well and actively foster a climate of success. We shall invest in our people and encourage innovation. We shall, where possible, provide appropriate incentives and recognise individual and team contributions.
- **Openness and Transparency.** We shall ensure clear communication and common understanding. We shall ensure that our messages and intentions are clearly understood. We shall listen to members' and stakeholders' concerns and make sure we understand and take into consideration what they are saying to us. We shall aim to create a climate of trust and transparency in our decision-making.
- **People.** We shall uphold the values as adopted in the founding principles of the Constitution and as further expressed in the Bill of Rights.
- **Service Standards.** Service standards are based on clear direction and strong leadership. Our priority is, and shall always be, to maximise our defence capability and our contribution to peace and security. We shall maintain high standards of excellence and professionalism in everything we do.
- **Teamwork.** Within the DOD, we are a single team and as such embrace a single purpose. We shall debate issues fully, whilst rigorously representing our individual responsibilities. Our overriding aim, however, is to reach conclusions that best serve departmental interests and then to act on them.

DOD INDIVIDUAL VALUES

The following is the framework through which the individual values of DOD members will be pursued in support of the organisational values of defence:

- **Human Dignity.** Treating others the way you expect to be treated. Human dignity is governed by respect, tolerance, fairness and communication.
- **Integrity.** Integrity denotes moral uprightness. This requires the execution of duty solely in the organisation's interest and not for personal gain. Integrity is administered by honesty, credibility, trustworthiness and transparency.
- **Leadership.** Leadership is the capacity and the will to rally men and women to perform a common purpose or task, utilising the individual's or group's capabilities within the organisational culture and has the character that will inspire confidence and produce effectiveness based on moral and ethical authority.
- **Loyalty.** Loyalty is the sincere support of one's superiors and subordinates. Loyalty does not permit destructive comments in the workplace and towards those with whom one works. It is an attitude of respect and understanding.
- **Patriotism.** To be devoted to one's country, its interests, freedom and independence. Patriotism is the devotion of interests to South Africa, above every other consideration.
- **Professionalism.** Those qualities, virtues and behaviour reflecting the uniqueness of the DOD. The ability to correctly perform any duty by striving to constantly excel and improve the achievements of the organisation and the individuals. The learning culture, civil-military relations, discipline, ethical conduct and excellence govern professionalism.

SITUATIONAL ANALYSIS

The departmental situational analysis provides insight into both the evolving external and internal departmental dimensions that impact on the outcomes and outputs of the DOD. The matters identified in the situational analysis are a product of the departmental planning process that has taken also into consideration the 2019-2024 MTSF priorities and sources relevant to the defence portfolio mandate.

EXTERNAL ENVIRONMENT ANALYSIS

The external environment refers to factors external to the DOD and in some instances, external to the RSA, providing trends that could have an effect on the RSA and the DOD.

POLITICAL

South Africa's national security is centred on the advancement of its sovereignty, democracy, national values and freedoms, its political and economic independence. There are domestic, regional and continental dimensions to the national security architecture.

Domestically, South Africa's national security focuses on human security, sovereignty and the related priorities of territorial integrity, constitutional order, the well-being, prosperity and upliftment of its people, economic growth and good governance. Regionally, South Africa's national security hinges on the stability, unity and prosperity of the Southern African Region in particular, and the African continent in general.

The growth and success of the South African economy is dependent on peace, stability, economic development and deepened democracy on the African continent, thereby placing Africa at the centre of South Africa's foreign policy and Defence's diplomacy efforts. During the 2019-2024 MTSF period, the DOD will implement the approved Defence International Affairs policy which outlines the posture of the DOD in its approach and conducting of international affairs in pursuit of Governmental foreign policy objectives.

Defence takes into consideration the tasks and commitments arising from the National Security architecture and the requirement

to support Government interventions domestically, regionally and on the continent. The requirement placed upon the Defence Force to respond appropriately to emerging crises when called upon to do so and to conduct on-going ordered commitments remain paramount.

The threat of international terrorism has increased over the last few years with radical groups continuing to destabilise countries and regions of the world. Common to these terrorism efforts, are the use of improvised explosive devices, suicide bombings, kidnappings, bombings, destabilisation, occupation of ungoverned areas as launching bases, exploitation of security vacuums and creating volatile situations that undermine the authority of the State.⁴

ECONOMIC

Whilst there is always a risk of a global economic downturn, generally, global economic growth rates are expected to improve and, more particularly, economic growth rates on the African continent are expected to be above the global average. Conversely, the growth in the South African economy has remained flat to negative since the 2008/2009 world economic recession, resulting in on-going significant fiscal pressures for South Africa.

The under-performance of the different RSA economic sectors has resulted in the delayed implementation of the developmental initiatives in support of the National Development Plan (NDP), "Vision 2030". Coupled to this are the increasing socio-economic demands and competing priorities for service delivery that further aggravate an already constrained fiscal outlook.

It is therefore envisaged that, the defence funding forecast is more likely to decline in real terms over the period of this Plan. The economic forecast and the current trends in the defence funding allocation, continue to constrain the implementation of the National Policy on Defence (SA Defence Review 2015), with a profound adverse impact on the availability and modernisation of required defence capabilities.

The South African economic outlook has weakened since the 2018 Medium-Term Budget Policy Statement (MTBPS), the Gross Domestic Product (GDP) growth outlook has been revised down to 0.9% from an estimated 1.7% due to electricity supply concerns. The World Bank forecast RSA GDP growth averaging at 1.4% in the FY2021/22 if structural reforms and policy uncertainty are addressed as well as recovery in public and private sector investment.⁵

SOCIAL

The world populations continue to grow and are projected to reach 8.3 billion people by the year 2030. The four demographic trends that will fundamentally shape economic and political conditions as well as international relations include; increased life expectancy, general population growth with a disproportionate youth bulge, migration and urbanisation.

The 4th Industrial Revolution will have a profound impact on the prevailing social construct, revolutionising education so as to provide the skills for sustainable 4th Industrial Revolution employment opportunities.⁶ Advances in automation, robotics and artificial intelligence will lessen the demand for unskilled labour, consequently, additional pressure will be placed on social services and employment opportunities.

Cyber connectivity and the concept of a global village will exacerbate the migration of skilled people critical to the economy. In addition, trans-national crime syndicates continue to exploit migration tendencies to expand illicit activities undermining sovereignty and economic growth resulting in instability. South Africa will remain an attractive destination for migration, straining social services and placing additional pressure on the challenged fiscus, increasing the competition for constrained resources.

4 ANC Peace and Stability, Discussion paper towards the 5th National Policy Conference July 2017. Near Future: Tensions are Rising, Global Trends, Paradox of progress, 2017.

A. N. Bybee. The Liptako–Gourma Authority's Joint Task Force: The Solution to Rising Insecurity in Mali, Niger, and Burkina Faso Institute for Defense Analyses Africa Watch, 09 March 2017.

5 World Bank's Global Economic prospects report on 08 January 2020.

6 World Economic Forum and the 4th Industrial Revolution in SA November 2018.

The inability of Government to meet the demand for social services coupled to the lack of employment opportunities⁷ may result in increased violent protests, particularly amongst the vulnerable and unemployed youth posing a threat to domestic stability⁸. These violent protests continue to be characterised by lawlessness resulting in criminal acts that undermine the fabric of society with women and children bearing the brunt. Gangsterism and syndicated crime continue to undermine the authority of the State⁹.

Protest tipping points could require the employment of the SANDF, in cooperation with the South African Police Service (SAPS), to ensure national security and stability. The responsibility of the SANDF for border safeguarding will increase as cross-border migration intensifies.

TECHNOLOGICAL

Information Warfare. The rising international trend of the cyber targeting of political institutions and processes remains a concern for South Africa. Cyber adversaries and information security professionals are perpetually engaged in a cyber-race focused on the access to and the prevention of unauthorised access to sensitive data. It is crucial that the State places cyber-security as a central national priority¹⁰. The DOD will be required to develop, in consultation with identified stakeholders, a cyber-defence capability that will enhance national cyber resilience.

Defence Industry. South Africa's Defence Industry is recognised as being among the most technologically advanced in the world¹¹. There are in excess of 180 businesses registered with the National Conventional Armaments Control Committee (NCACC) with a primary focus on manufacture of weapons of war. The Defence Industry is recognised by Government as a fully-fledged economic sector and should it be adequately funded, has the potential to significantly contribute to the economy of South Africa through job creation, skills development and export earnings. Interventions focused on ensuring the sustainability of sovereign and/or strategic industries that are at risk of implosion and that may disrupt the interdependency within industry, must be deliberately planned for and executed.

LEGAL

Legal Vulnerability of the SANDF – Adherence to International Law. It is anticipated that the SANDF will continue to participate in peacekeeping operations and possible offensive operations, responding to global security threats. The SANDF will ensure that personnel involved in such operations are conversant with International Law regulating the use of force when conducting both offensive and defensive actions in the theatre of operations. In this regard, the DOD (Defence Legal Services Division) will provide pre-deployment training to all deployed SANDF members.

PHYSICAL (ENVIRONMENTAL)

Climate Change. Uneven and extreme global weather conditions may occur more often as climate change takes place.¹² Resource scarcity, population growth and climate change may increase the potential for conflict over disputed land and increasing water scarcity. More volatile food and energy prices may increase the stresses on fragile countries with specific reference to the arc running from West Africa, across the Sahel, through the Horn of Africa and the Middle East and up into West, South and Central Asia.¹³

7 D. Asara & H. Pretorius on SA Unemployment crisis 18 August 2019.

8 Jakkie Cilliers and Ciara Auction South African scenarios 2024 June 2016.

9 Albertus Schoeman, South Africa and terrorism: the links are real Institute for Security Studies today 09 August 2016.

10 The 2017 Critical Infrastructure Forum Rise of the Machines The four Seasons 07 June 2017.

11 <https://www.janes.com>> article>sa 16 September 2016.

12 Climate Change – A Four Degree Warmer World, Irin News, Scan@IFR, Institute for Future Research, (10:1) January 2013, pages.13 -15.

13 United Kingdom, Building Stability Overseas Strategy, Department for International Developments SA, page 10.

Associated with climate change remains the forecast for an increased and associated detrimental impact of global warming with severe ramifications for the well-being of the global population. Natural disasters remain a reality and may have catastrophic effects domestically, regionally and continentally.

It is inevitable that the DOD will in the foreseeable future be called upon, through the conducting of both humanitarian and disaster operations, to assist local government authorities and other state departments both internally and in the SADC Region. The recurrent disasters in the SADC Region require the DOD to have the appropriate capacity to timeously respond to such situations.

MILITARY

The nature of conflict is evolving and the distinction that separates military responses from other containment measures is becoming increasingly blurred. Significant overlaps exist across the traditional understanding of conventional, unconventional and hybrid forms of conflict as all three could manifest simultaneously. The operational environment of the future will become increasingly complex.

South Africa's borders are the physical manifestation of its national sovereignty, comprising the land, air, maritime and cyber domains that are internationally recognised by law and remain under the physical control and political authority of the South African State. Current social and security challenges in the South African society are a reflection of the pressures on social services and the lack of adequate resources to meet them. Porous borders, inadequate migration control and immigration processes, smuggling of small arms and light weapons, criminal syndicates trafficking in stolen goods and property, the illegal sale of South Africa's natural resources and proximity of terror groups remain relevant challenges.¹⁴ Securing South Africa's borders remains a matter of national security requiring adequate resources supported by an appropriate sensor capability and infrastructure.

The South African coastline covers a distance of approximately 3 900 kilometres, with the maritime domain remaining crucial to the South African economy with more than 90% of its trade dependent on the security of the seas. Securing the RSA sea trade routes, territorial waters and the Exclusive Economic Zone (EEZ) are vital to the nation and the State. Maritime threats such as maritime crime and piracy, terrorism, illegal fishing, smuggling of contraband and uncontrolled migration via the sea are ever-present.

South Africa will be required to maintain a credible defence capability and adopt a posture demonstrating resilience irrespective of the nature of potential conflict, thereby ensuring:

- Effective border safeguarding operations.
- Execution of international obligations.
- Co-operation with the SAPS to effect law and order.
- Support to other government departments.
- Humanitarian and disaster relief operations.
- Contribution to national cyber resilience.

The departmental strategies and interventions to address the challenges identified in the above Situational Analysis impacting on the Department will be addressed through, but not limited to, the following:

- SA Defence Review Implementation Plans and subsequent strategies and plans.
- Integrated Border Safeguarding Strategy.
- Integrated Sensor Strategy.

¹⁴ Minister of Defence and Military Veterans Budget Vote 2019 on 17 July 2019.

INTERNAL ENVIRONMENT ANALYSIS

The internal environment refers to factors that have been identified as trends that could have an effect on South Africa in general and the internal DOD.

DEPLOYMENT OF THE SANDF

The SANDF continues to be employed to any kind of environment or area, as tasked by Government and may include the following:

- **Peace Support Operations.** A number of states in Africa can be classified as complex security areas that may require the deployment of the SANDF as part of the multinational armed forces of the United Nation (UN) or the African Union (AU). South Africa will continue to participate in peace missions in support of its own foreign policy and as part of multinational commitments.
- **Foreign Interests in Africa.** Foreign States continues to support efforts to counter threats to African security and assist allies through the building of security forces to counter these threats and strengthen the rule of law.¹⁵ Military priorities linked to this strategy are; countering violent extremist organisations, maritime security, countering illicit trafficking, countering migration, strengthening indigenous defence capabilities and preparing for and responding to crises.
- **African Capacity for Immediate Response to Crises (ACIRC).** Almost ten years after the Peace and Security Council (PSC) of the AU was established, the African Peace and Security Architecture (APSA) has established a new capability namely, the ACIRC. South Africa has pledged armed forces to the ACIRC and the DOD will ensure the operation thereof when required. The AU has indicated that the ACIRC will be harmonised with the AU Rapid Deployment Capability.¹⁶
- **Prevention and Resolution of Conflict.** South Africa's contribution to the prevention and resolution of conflict will be enhanced through the integration of its diplomatic, military and other efforts in a complementary manner, and in some instances, supported by appropriate military capabilities that strengthen South Africa's capacity to influence international developments. The key issues in this regard for SANDF deployments are:
 - Joint Force Employment Requirements that guide planning for military operations of the SANDF.
 - The budget allocation for the Defence Portfolio informing expenditure on force preparation for force employment.
 - The Parliamentary vote on the Presidential authorisation for the employment of the SANDF, including the additional funds required for such employment.
 - Complying with Government policy as depicted in the Government 2019-2024 MTSF.
- **Provide Humanitarian Assistance and Disaster Relief.** The DOD continues to assist in disaster relief and humanitarian assistance as directed by the Government.
- **Support in the Combating of Maritime Piracy along the East Coast of Africa.** The DOD will continue to support the combating of maritime piracy along the East Coast of Africa.
- **Building Safer Communities.** The contribution by the DOD to building safer communities is realised through the conducting of internal operations and safeguarding the territorial integrity of South Africa.

HUMAN RESOURCE DIMENSION

In the areas of Human Resource Management and Compensation of Employees (CoE), the transfer of funds to address the CoE allocation challenges will be strengthened through action plans to ensure full compliance with legislation and treasury requirements.

¹⁵ US Foreign Policy document dated 13 December 2018.

¹⁶ African Peace and Security Architecture: APSA Roadmap 2016 – 2020, African Union Commission, Peace and Security Department, Addis Ababa, December 2015, page 17.

During the period of this Plan, the DOD will invest in talent management, in order to ensure that it secures the required talent whilst retaining scarce skills.

The Public Service Commission equity requirements for National Departments, stipulate that approximately 50% of all filled SMS posts should be represented by women and approximately 2% of filled posts across all levels of the Department should be occupied by people with disabilities. By the end of September 2019, the DOD Human Resources (HR) statistics indicated that the Department has approximately 19.58% women in uniform and 39.44% Public Service Act Personnel (PSAP) women in SMS posts. Due to the nature of the mandate of the DOD, namely **“to defend and protect the RSA, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force”**, the DOD has employed only 366 members (0.5%) with disabilities, mainly in the administrative environment. The DOD remains committed to improve on these equity targets during the 2019 to 2024 MTSF and the period of this Plan.

The DOD will continue to utilise Reserve Force members in support of the **“one-force concept”**, supplementing the DOD’s capacity to perform crucial functions and operational tasks, thereby ensuring compliance with ordered commitments.

FINANCIAL DIMENSION

Owing to South Africa’s GDP growth projections of approximately 1%, with an inflation rate of approximately 6%, the DOD does not foresee an increase in its declining budget allocation. This should be considered against the present high cost of South Africa having to service international loans, the pressure on Government to provide free education, increased social grants, national health insurance, and the priorities of the 2019-2024 MTSF, focusing on the socio-economic development of the country. The prevailing DOD budget allocation will therefore place a requirement on the Department to adjust its spending in such a manner that it will continue to provide the requisite services as contemplated in its mandate.

The DOD has seen significant budget reductions since the 2016/17 MTEF with a department baseline allocation increase below the country’s national inflation rate. Consistent budget reductions are expected to continue over the 2020 MTEF due to slow national economic growth. Since the 2016/17 MTEF, the baseline of the Department has been reduced by R25.5 billion, mainly on CoE and the Special Defence Account (SDA). During the 2016/17 MTEF, the department’s CoE budget was reduced by R4.8 billion with the carry through effects, impacting on the 2020/21 MTEF. During the 2020/21 MTEF, the budget of the CoE and the SDA have been reduced by R3.7 billion and R5 billion respectively. These budget reductions will continue to have an adverse impact on the ability of the DOD to meet its constitutional mandate, ensure support to national government imperatives and the implementation of National Policy on Defence (SA Defence Review 2015) for the period of this Plan and beyond. The reduced SDA allocation and total discontinuation thereof in the FY2021/22 will adversely impact on the capability, sustainability and modernisation of defence prime mission equipment and the Defence Industry as a whole.

LOGISTICS DIMENSION

The logistic support capability of the DOD will remain under pressure within the context of a declining Defence budget allocation. The DOD continues to operate aging legacy systems that have become increasingly more difficult and costly to maintain and repair due to obsolescence. This obsolescence is not only applicable to defence combat systems, but also to support equipment, inclusive of those procured commercially-off-the-shelf.

- **Acquisition and Procurement.** The DOD will ensure that the management of departmental acquisition and procurement processes are undertaken within prevailing international and national regulatory frameworks, including the adherence to the National Conventional Armaments Control (NCAC) Act and the government’s Broad-Based Black Economic Empowerment (BBBEE) requirements.

INFORMATION TECHNOLOGICAL DIMENSION

In terms of Information, Communication and Technology (ICT) development, the DOD will endeavour to develop departmental ICT systems aligned with both the national and internal requirements through the following:

- **Governance of Information Technology.** The DOD will strengthen its ICT Policy and Plans by institutionalising the Public Service Governance Framework by, amongst others, monitoring and evaluating its investment and expenditure in ICT and ensuring that tangible and intangible assets are managed effectively.
- **Information Systems.** The current DOD ICT infrastructure must be geared to accommodate the management of information over its life cycle, and must be in compliance with the regulatory framework. The envisaged Integrated Defence Enterprise System (IDES), as a solution to ensure DOD interoperability and connection with the Government-wide Integrated Financial Management System (IFMS), will be managed within the context of Governmental progress in terms of the roll-out of the IFMS to National Departments, which is envisaged for the FY2022/23 to the FY2024/25.





PART C

MEASURING OF DOD PERFORMANCE

PART C: MEASURING OF DOD PERFORMANCE

DOD PERFORMANCE INFORMATION

Over the 2019-2024 MTSF and period of this Plan, the DOD will continue to support the priorities of government and ultimately the National Development Plan (NDP), “Vision 2030” as well as the NDP 5-year Implementation Plan, thereby ensuring alignment between the DOD and the National, Provincial and Local Government Planning Cycle, as articulated in the Revised Framework for departmental SP and APP and as reflected in Figure 5 below.¹⁷

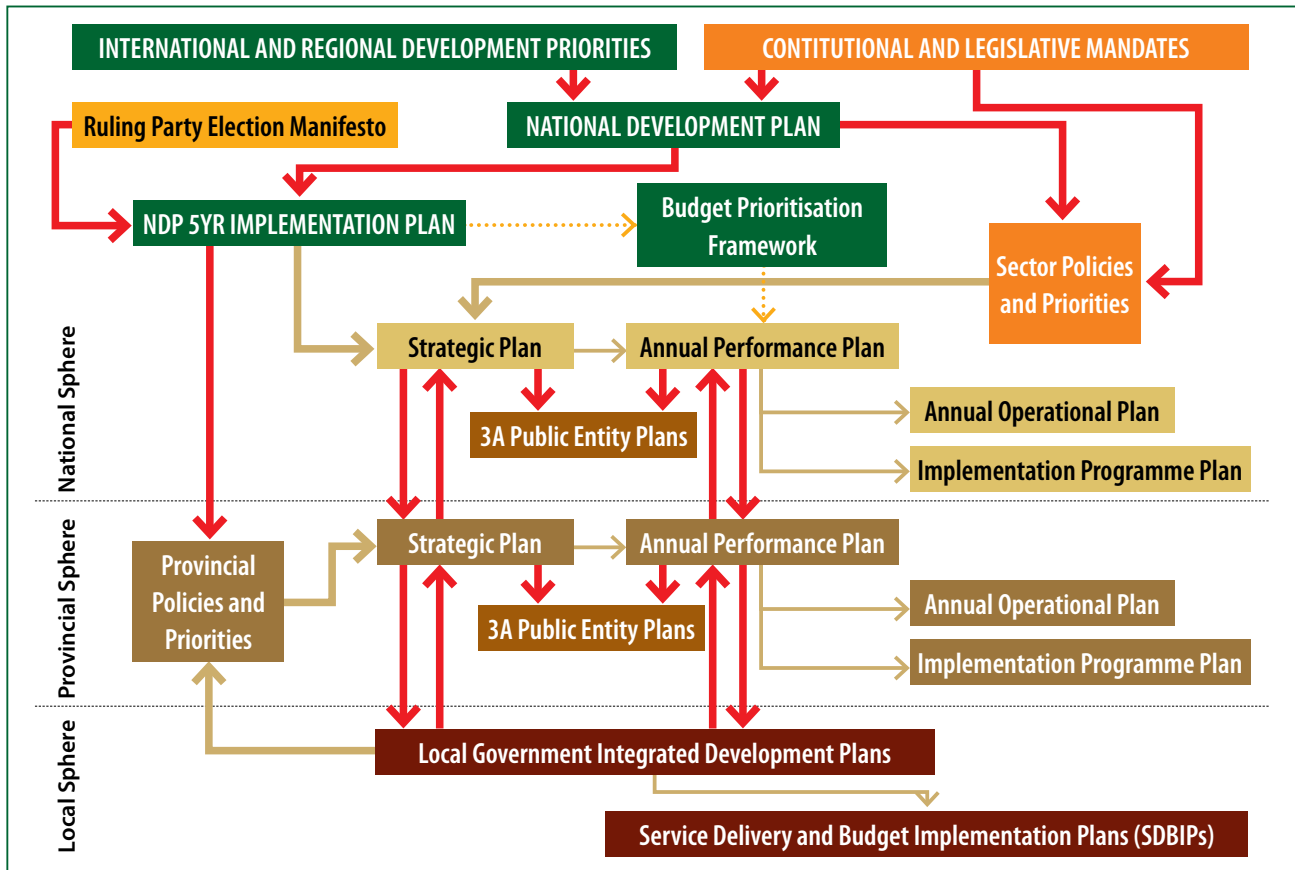


Figure 5: National, Provincial and Local Government Planning Alignment

The implementation of the NDP, “Vision 2030”, through the NDP 5-year Implementation Plan (2019-2024 MTSF) will primarily focus on job creation, poverty reduction and the reduction of inequality. The Governmental priorities for the 2019 to 2024 MTSF were developed to which the DOD will contribute both directly and indirectly as addressed in this Plan.¹⁸ The DOD will endeavour to support the following Government Pillars and Priorities:

- **MTSF Pillar 1:** “A Strong and Inclusive Economy”.
 - **MTSF Priority 2:** “Economic Transformation and Job Creation”.
- **MTSF Pillar 2:** “Capabilities of South Africans”.
 - **MTSF Priority 3:** “Education, Skills and Health”.
 - **MTSF Priority 4:** “Consolidating of Social wage through reliable and Basic Services”.

¹⁷ The DPME Revised Framework for Strategic Plans and Annual Performance Plan (2019), Figure 2.1 “Results-Based Concepts” page 26.

¹⁸ The detailed contribution of the DOD towards these MTSF Priorities will be addressed under the heading DOD planned Performance over the 2019-2024 MTSF period in this Plan.

- MTSF Priority 5: “Spatial Development, Human Settlements and Local Government”.
- MTSF Priority 6: “Social Cohesion and Safer Communities”. (DOD Direct Contribution).
- MTSF Pillar 3: “A Capable State”.
 - MTSF Priority 1: “A Capable, Ethical and Developmental State”.
 - MTSF Priority 7: “A Better Africa and a Better World”. (DOD Direct Contribution).

The DOD governance processes will continue to provide the departmental norms and standards within which the defence results-based planning, budgeting, reporting and risk management processes will be executed in the realisation of government priorities and the Defence mandate are executed. The DOD Planning, Budgeting and Reporting Cycle is outlined in Figure 6 ensuring compliance with national legislation through the following:

- The implementation of the departmental outcomes-based (results-based model) planning, budgeting, reporting and risk management in the DOD.
- The alignment of departmental planning, budgeting, monitoring (reporting), evaluation and risk management processes.
- Improved output delivery, accountability and compliance.
- Defence performance information management focused strategically on meeting the Defence mandate as aligned with the intent and priorities of Government to ensure the delivery of value to the citizens of the RSA.



Figure 6: DOD Planning, Budgeting and Reporting Cycle

MEASURING THE DOD IMPACT STATEMENT

The DOD Results-Based Model¹⁹ is developed in alignment with the National Treasury (NT) **“Logic/Results-Based Model”** (Figure 7) requirements as prescribed in the NT Framework for Managing Programme Performance Information and the Results-Based Concepts as articulated in the Revised Framework for Strategic Plans and Annual Performance Plans (2019) as directed by the Department of Planning, Monitoring and Evaluation (DPME).

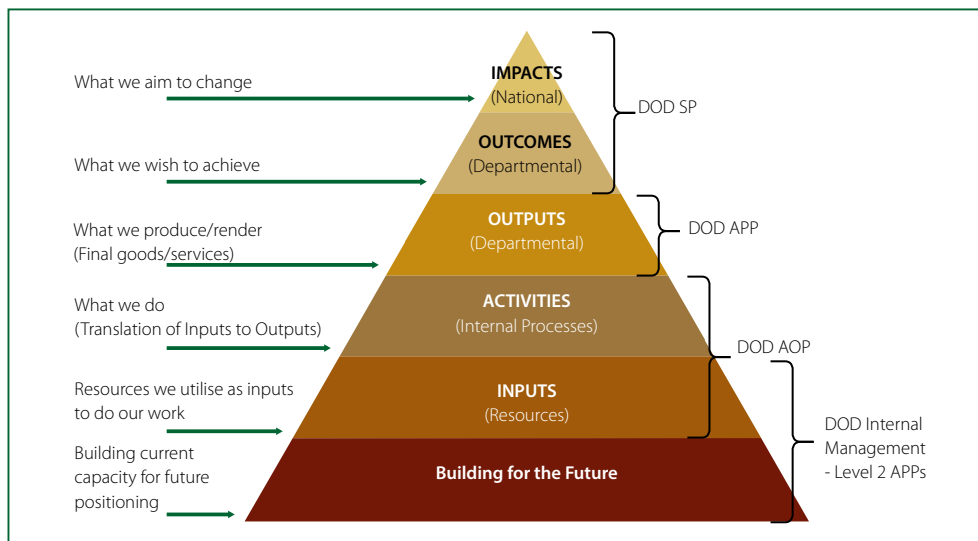


Figure 7: Key Performance Information Concepts (Results-Based Model)

The following key components of the Results-Based Model (logic model) are outlined and formalised in the DOD Strategic Planning Framework (SPF)²⁰ to be updated during the period of this Plan:

- **Impacts.** Defence Impact is defined as **“what we aim to change”**, managed through the achievement of planned outcomes. “Equity” indicators at the “outcome/impact” level of the Model explore whether services are being provided impartially, fairly and equitably to all stakeholders. (As articulated in the DOD SP [2020-2025]).
- **Outcomes.** Defence Outcomes are defined as **“that which we wish to achieve”** and are the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs. (As articulated in the DOD SP [2020-2025]).
- **Outputs.** Defence Outputs are defined as **“what we produce or deliver”** and include the final products, goods and services produced for delivery. Outputs, as with activities and inputs, are planned and budgeted for, and implemented under the control of the Department. (As articulated in the DOD APP for 2020).
- **Activities.** Defence Activities are defined as **“what we do on a daily basis”** and include the processes or actions that utilise a range of inputs (resources) to produce the desired outputs and, ultimately, outcomes. “Economy” indicators at the “input/activity” level of the models explore whether specific inputs are acquired at the lowest cost and at the right time and whether the method of producing the requisite outputs is economical. (As articulated in the DOD AOP for 2020).
- **Inputs.** Defence Inputs (resources) are defined as **“what we use to do the work on a daily basis”** and include the resources that contribute to the development and delivery of the departmental Outputs and Activities.
- **Defence Building for the Future (Defence Sustainability).** The Defence perspective Building for the Future (BFF) outlines how Defence will build current capacity to ensure its future sustainability and relevance through structured departmental initiatives and processes.

¹⁹ Terminology aligned the DPME Revised Framework for SPs and APP (2019) (Figure 1.1 Results-Based Concepts).

²⁰ To be updated during the period of this Plan.

The above Results-Based Model and the components provided therein, systematically add value to the Department when supported by well-defined and auditable performance information (Impact, Outcome and Output performance indicators and targets), thereby providing for and enabling the **“measuring of what must be done and what has been achieved”**.

The Constitutional and legislative mandate of the DOD is **“to defend and protect the RSA, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force”**.

For the Department to ensure compliance with the latter, the DOD Results-Based Model (RBM) has been developed to express the Defence mandate in support of national imperatives. The DOD RBM that will inform all subsequent departmental planning, budgeting and reporting processes is presented in **Figure 8**.

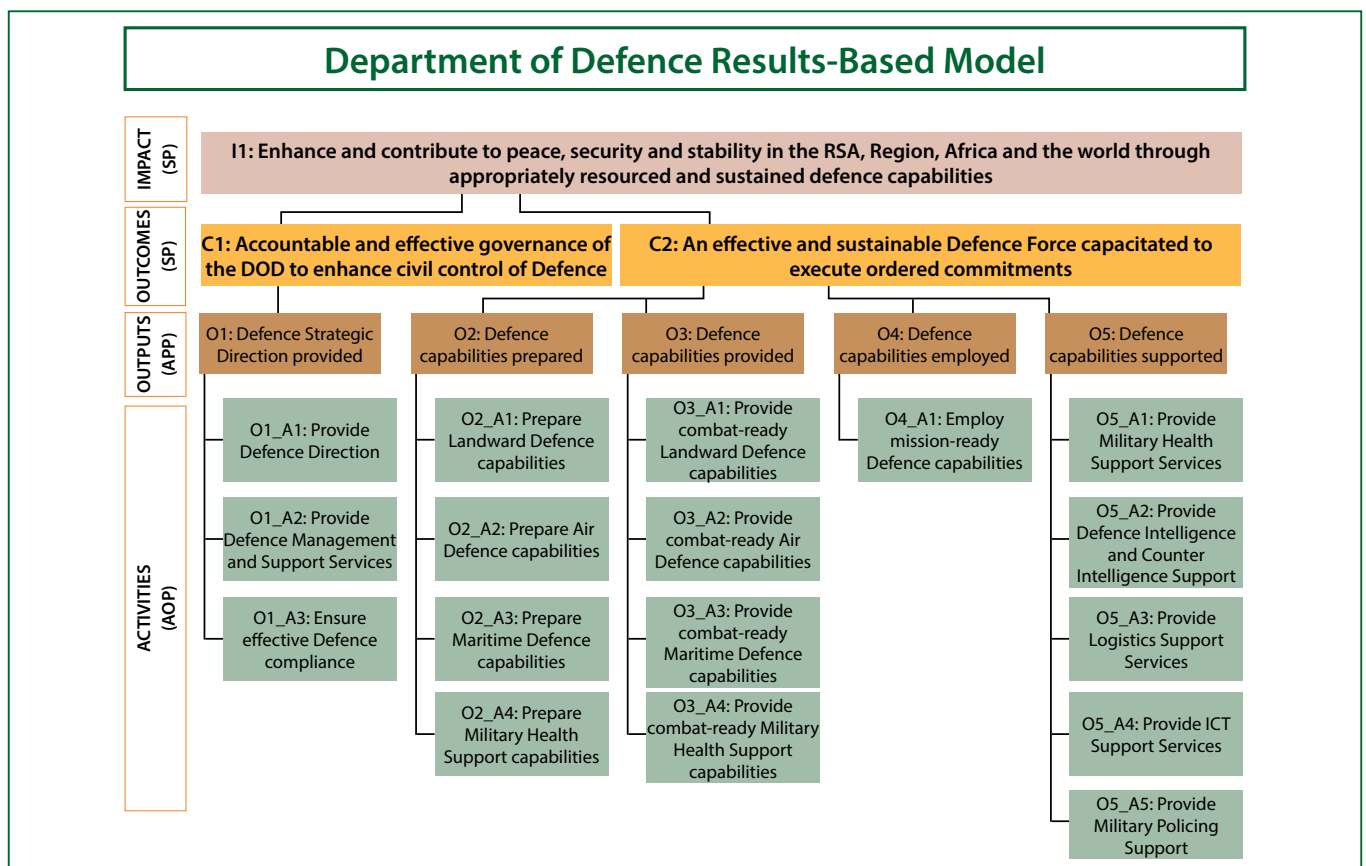


Figure 8: DOD Results-Based Model²¹

The NDP, “Vision 2030”. The NDP, “Vision 2030” and its related policies provide a national framework that informs the envisaged contribution by National Departments to the objectives of the NDP which include the reduction in unemployment, elimination of poverty and the reduction in inequality. The following is a reflection of the contribution of Defence to the NDP, “Vision 2030”, as articulated in the DOD SP 2020-2025:

- Envisaged reduction in Youth Unemployment (NDP Chapter 3: Economy and Employment).
- Provision of assistance in disaster aid and disaster relief (NDP Chapter 5: Environmental Sustainability – Transitioning to a low carbon economy).
- Support the combating of maritime piracy along the East Coast of Africa (NDP Chapter 7: Positioning South Africa in the world).

²¹ The DOD Activities also include the sub-activities, which will be managed through the DOD, Def Sec and SANDF AOPs respectively for 2020.

- Strengthen the national research and development capacity (NDP Chapter 9: Improving Education, Training and Innovation).
- Build safer communities (NDP Chapter 12: Building safer community).
- Build a capable and development State (NDP Chapter 13: Building a capable State).
- Reduction in prevalent corruption and fraud (NDP Chapter 14: Promoting accountability and fighting corruption).²²

The above contribution to the NDP, "Vision 2030", forms part of the DOD 2020-2025 Results-Based Model, as articulated in Figure 8 above.

- ***DOD Impact Statement: "Enhance and contribute to peace, security and stability in the RSA, region, Africa and the world through appropriately resourced and sustained defence capabilities"***. The DOD Impact Statement is derived as a direct result of the Defence mandate ***"to defend and protect the RSA, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force"***. Furthermore, the National Policy on Defence, as articulated in the SA Defence Review 2015, Goal 3 requires of Defence to ***"Promote Peace and Security"***, through the promotion of strategic influence and peace and security inclusive of both the region and Africa. South Africa and the DOD in specific, is a signatory to a number of international agreements that places a responsibility of the DOD towards the international community within the mandate of Defence as outlined in Table 2 above. The DOD Impact statement seeks to ensure support to the national security architecture of the RSA at domestic, regional and continental dimensions. In support to the ***Pillar 2: "Capabilities of South Africans"*** and ***2019-2014 MTSF Priority 6: "Social Cohesion and Safer Communities"***, the DOD will enhance and enable, through the defence border safeguarding function, the protection of the territorial integrity of the RSA and its people, enabling peace, security and stability both nationally, regionally, continentally and the world. The latter will be undertaken where so required, in co-operation with the SAPS and in support of other Government departments thereby promoting social cohesion and ensuing safer communities. Regionally, South Africa's national security hinges on the stability, unity and prosperity of the Southern African Region in particular, and the African continent in general. Finally, in support to ***Pillar 3: "A Capable State"*** and the ***2019-2024 MTSF Priority 7: "A Better Africa and a Better World"***, the DOD will participate in external operations in support of the UN and AU peace missions as well as contribute to the Southern African Development Community Regional Indicative Strategic Development Plan (RISDP) through the SADC Standby Force Pledge. The DOD during the period of this plan, remains committed to International Laws related to the use of force as well as internal directives to eradicate sexual abuse in areas of operations.²²

During the period of this Plan, in support of the NDP, "Vision 2030" and the NDP Implementation Plan 2019-2024, the DOD will contribute to the following priorities of government:

- ***Pillar 1: "A Strong and Inclusive Economy"*** ***MTSF Priority 2: "Economic Transformation and Job Creation"***. The DOD will continue to employ youth through the Military Skills Development System (MSDS) and artisan skills. The DOD will contribute to the economic development of identified rural areas through Project Koba Tlala, and to safeguard the blue economy of the country through Operation Phakisa. This MTSF priority will be achieved through the sustainable acquisition of weapon systems within the Defence Industry and the local procurement of goods and services by DOD facilities. The University Reserve Training Programme (URTP), as one of the mechanisms in the SANDF that seeks to address the ageing of the current Reserve Force members, will continue to provide and improve the quality of junior leaders in terms of both Officers and Non-Commissioned Officers as well as the specific technical qualities specialist scarce skills (engineers and technical) and needed within the Department.
- ***Pillar 2: "Capabilities of South Africans"***.
 - ***MTSF Priority 3: "Education, Skills and Health"***. Education, skills and health services within the DOD will be achieved through the provision of internal and external higher education, skills development and foreign learning opportunities. The provision of health care services to both serving and separated SANDF members and their families will be provided by the DOD and Department of Military Veterans respectively for qualifying members.

²² The DOD commitment to eradication of sexual abuse is aligned to the UN Resolution 2272 "Sexual exploitation and abuse by UN peacekeepers" dated 11 March 2016.

- **MTSF Priority 5: “Spatial Development, Human Settlements and Local Government”.** Through Project Koba Tlala, the DOD will continue to support the Government’s outcome to ensure the development of sustainable communities through the development of Agricultural Hubs to uplift women, youth and people with disabilities in identified rural areas. Furthermore, local procurement in the areas where the SANDF has a footprint will contribute to economic growth of small businesses, township and rural economies.
- **Pillar 3: “A Capable State” MTSF Priority 1: “A Capable, Ethical and Developmental State”.** The DOD will support the promotion of a capable, ethical and developmental State through its fight against corruption and fraud, where prevalent, through internal control measures, whilst ensuring governance systems that enable the effective, efficient and economic use of resources within prevailing legislation. DOD members will be accountable for their actions and the department will institutionalise consequence management at all levels of the organisation where applicable in the safeguarding of public funds and resources. The DOD remains committed to a zero tolerance of violence and sexual abuse against women, youth and people with disabilities.²³

For the 2019-2024 MTSF and period of this Plan, the DOD remains committed to support national imperatives of Government within appropriated departmental resources as key inputs to the achievement of defence mandate.

DOD Outcome Statements. The DOD has developed two Outcomes (with associated performance indicators) in support of the DOD Impact statement that are aligned both with the Defence mandate and the 2019-2024 MTSF priorities, namely;

- **Outcome 1: “Accountable and effective governance of the DOD to enhance civil control of Defence”.** This Outcome measures the extent to which the DOD adheres to government prescripts and the controls that are put in place to ensure compliance therewith, in achieving the 2019-2024 MTSF priorities.
 - Performance Indicator: **“Reduction in the number of Balances Qualified in the Financial Statements”**, which will reflect on the ability of the Department to reduce the number of audit qualifications through improved internal control processes.
- **Outcome 2: “An effective and sustainable defence force capacitated to execute defence ordered commitments”.** This Outcome measures the defence operations commitments as ordered by means of Memoranda of Agreement, directives and instructions. These operations are conducted both internally and externally to the RSA.
 - Performance Indicator: **“Percentage compliance with ordered Defence commitments as resourced”**, which will reflect on the ability of the Department to adhere to ordered commitments by Government.

The DOD Impact Statement is reflected in Table 4 below:

Table 4: DOD Impact Statement

DOD IMPACT STATEMENT	Enhance and contribute to peace, security and stability in the RSA, region, Africa and the world through appropriately resourced and sustained defence capabilities.
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MEASURING OF THE DOD OUTCOMES

The DOD Outcomes and associated performance indicators in support of the above DOD Impact Statement and the MTSF Priorities of Government are provided in Table 5 below:

²³ The DOD commitment to eradication of sexual abuse is aligned to the UN Resolution 2272 “Sexual exploitation and abuse by UN peacekeepers” dated 11 March 2016.

Table 5: Measuring of the DOD Outcomes

SERIAL NO	DOD OUTCOMES	OUTCOME PERFORMANCE INDICATORS	BASELINE	FIVE YEAR TARGET
MTSF PILLAR 3: "A CAPABLE STATE"; MTSF PRIORITY 1: "A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE"				
1	Accountable and effective governance of the DOD to enhance civil control of Defence.	Reduction in the number of Balances Qualified in the Financial Statements.	6 ²⁴	1
MTSF PILLAR 2: "CAPABILITIES OF SOUTH AFRICANS"; MTSF PRIORITY 6: "SOCIAL COHESION AND SAFE COMMUNITIES" MTSF PILLAR 3: "A CAPABLE STATE"; MTSF PRIORITY 7: "A BETTER AFRICA AND A BETTER WORLD"				
2	An effective and sustainable Defence Force capacitated to execute ordered commitments.	Percentage compliance with ordered Defence commitments as resourced.	100%	100%

Defence Outcomes Indicators, as reflected in the Technical Indicator Description as Annexure A to this Plan, are provided in Table 6 below:

Table 6: DOD Outcome 1 Performance Indicators Description

DOD OUTCOME 1	ACCOUNTABLE AND EFFECTIVE GOVERNANCE OF THE DOD TO ENHANCE CIVIL CONTROL OF DEFENCE				
SHORT DEFINITION	The DOD Outcome is related to appropriate organisational form and structure, effective, efficient and economic resource administration (human resources, financial, logistic and ICT); including the establishment of internal administrative policies, systems, controls and assurance mechanisms to direct, manage, monitor, control and report on the resources allocated to the DOD. This DOD Outcome includes the following main elements: <ul style="list-style-type: none"> • Strategic Direction. • Implementation. • Monitoring and Evaluation. • Assurance Provision. • Resource Management. 				
BASELINE	All activities ensure or enhance effective and efficient Defence compliance with the National Regulatory Framework based on the audited performance.				
JUSTIFICATION	The importance of Outcome 1 relates to the degree to which the DOD adheres to (active) and abides by (passive) the National Regulatory Framework, to ensure transparency, accountability, compliance and good citizenship in general.				
LINKS	MTSF – Pillar 1: "A Strong and Inclusive Economy". "Priority 2: "Economic Transformation and Job Creation". MTSF – Pillar 2: "Capabilities of South Africans". Priority 6: "Social Cohesion and Safer Communities". MTSF - Pillar 3: "A Capable State". Priority1: "A Capable, Ethical and Developmental State" (main contribution). Cross-cut Focus Areas: Women, Youth and People with Disabilities.				
DOD OUTCOME 1 PERFORMANCE INDICATOR	Reduction in the number of Balances Qualified in the Financial Statements.				
DOD OUTCOME 1 TARGET	1.				
ANNUAL TARGETS	TARGET FY2020/21	TARGET FY2021/22	TARGET FY2022/23	TARGET FY2023/24	TARGET FY2024/25

24 As articulated in the DOD Annual Report of the FY2018/19, the DOD received a qualified audit opinion from AGSA for the FY2018/19 audit cycle in the following: Moveable Tangible Capital Assets (Work-in-Process and Capital Assets), Intangible Capital Assets, Tangible Assets, Goods, Services and Investments, Commitments and the Irregular Expenditure.

DOD OUTCOME 1	ACCOUNTABLE AND EFFECTIVE GOVERNANCE OF THE DOD TO ENHANCE CIVIL CONTROL OF DEFENCE				
REDUCTION IN THE NUMBER OF BALANCES QUALIFIED IN THE FINANCIAL STATEMENTS	5	4	3	2	1 ²⁵

Table 7: DOD Outcome 2 Performance Indicator Description

DOD OUTCOME 2	AN EFFECTIVE AND SUSTAINABLE DEFENCE FORCE CAPACITATED TO EXECUTE ORDERED COMMITMENTS				
SHORT DEFINITION	<p>This DOD Outcome encompasses the central purpose of the DOD and includes the following three main elements:</p> <ul style="list-style-type: none"> Comprehensive defence capabilities are enhanced, maintained and ready. Peace, stability and security in the RSA, SADC region, African continent and world are promoted. The people of South Africa are defended and protected. 				
BASELINE	<p>All Defence commitments ²⁶ related to the following:</p> <ul style="list-style-type: none"> Defend and Protect South Africa, through deterring and preventing conflict, protecting National interests and defending South Africa. Safeguarding of South Africa, through the safeguarding of borders and critical infrastructure, supporting the SAPS and ensuring information security. Promote Peace and Security through promoting strategic influence. Execute Ordered Tasks through the execution of relevant treaty obligations (Peace Support Operations), ordered Presidential tasks, assisting Civil Authorities as ordered and contributing to the developmental agenda of Government. Joint Force Employment Requirements (including the Southern African Development Standby Force Pledge). Organisational Support Compliance. Effective Training. Capability Renewal. ²⁷ 				
JUSTIFICATION	DOD Outcome 2 relates to the degree to which the ordered Defence commitments contribute to promoting peace, stability and security in the RSA, the SADC region, the African continent.				
LINKS	<p>MTSF – Pillar 2: “Capabilities of South Africans”. Priority 6: “Social Cohesion and Safer Communities”.</p> <p>MTSF – Pillar 3: “A Capable State”. Priority 7: “A Better Africa and a Better World” (DOD main contribution).</p>				
DOD OUTCOME 2 PERFORMANCE INDICATOR	Percentage compliance with ordered Defence commitments as resourced.				
DOD OUTCOME 2 TARGET	100%.				
ANNUAL TARGETS	TARGET FY2020/21	TARGET FY2021/22	TARGET FY2022/23	TARGET FY2023/24	TARGET FY2024/25
PERCENTAGE COMPLIANCE WITH ORDERED DEFENCE COMMITMENTS AS RESOURCED	100%	100%	100%	100%	100%

²⁵ For the period of this Plan, it is envisaged that the “Number of Balances Qualified in the Financial Statements” will remain on “one” due to the sensitive nature of the Special Defence Account (Sensitive Projects).

²⁶ The ordered commitments/deployments of the SANDF by the President, as Commander-in-Chief, are in relation to the compliance with the number of ordered commitments (external and internal operations). Thus the MOD&MV has resolved to comply with all (100%) resourced ordered commitments (external and internal operations). The actual numbers cannot be pre-determined and can be reported on only after the finalisation of the audit process.

²⁷ The Special Defence Account (SDA) is paramount in the renewal of future capabilities for the SANDF.

DOD PLANNED PERFORMANCE OVER THE 2019-2024 MEDIUM-TERM STRATEGIC FRAMEWORK PERIOD

DOD CONTRIBUTION TO NATIONAL IMPERATIVES

In pursuance of its constitutional and legislative mandate, the DOD will continue to support the following:

- **The NDP, “Vision 2030”.** In pursuance of its constitutional and legislative mandate, the NDP, “Vision 2030”, and the prevailing 2019-2024 MTSF priorities as articulated above, the DOD will furthermore contribute to the following imperatives within the parameters of the DOD Results-Based Model, for implementation through subsequent departmental planning instruments.
- **African Union Agenda 2063.** The AU Agenda 2063, is regarded as a strategic framework for the socio-economic transformation of the African continent over the next 50 years. The Agenda seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The guiding Vision for Agenda 2063 is the AU Vision of **“an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena”** which is supported by the seven aspirations of the AU. South Africa (DOD) will continue to support Chapter 6 (Aspiration 4) of the Agenda 2063, namely **“a peaceful and secure Africa”** through the conducting of ordered defence commitments. Within available resource considerations, the DOD will provide mission-ready defence capabilities as directed by Government in accordance with governmental policies and strategies.
- **Southern African Development Community Regional Indicative Strategic Development Plan.** The RISDP was formulated in March 2001 and approved by the SADC Summit in August 2003. The RISDP contains detailed milestones of which, political, defence and security cooperation form a vital part to ensure stability in the SADC Region, needed for socio-economic development. For the period of this plan, the DOD will contribute to the stability in the SADC Region, through the conducting of external ordered commitments in the conducting of humanitarian and disaster operations as directed by Government and other bilateral military and non-military support.
- **Forum of South African Director-Generals (FOSAD) Action Plan.** The DOD endeavor to support the following FOSAD Action Plan initiatives within allocated resources:
 - Job creation through Operation Phakisa.
 - Increase Local Procurement.
 - Creating of Learning Opportunities and Availability of Bursaries.
 - Training of Young Artisans.
 - Preparedness to deal with Climate Change.
 - Increase of Language Practitioners.
 - Effective defended, protected safeguarded and secured communities.
 - Reduction of violence against women, youth and people with disabilities.
 - Improved Governance and Accountability through Performance Management of Ministers and Deputy Ministers.
 - Professional, meritocratic and ethical public administration.
- **State of the Nation Address (SONA) 2020.** In relation to Defence, the President highlighted that the RSA will use its membership at international, and continental bodies to promote peace and security on the continent. Defence will contribute to the UN, AU and SADC operations and initiatives through conflict prevention, peacekeeping, peace, security and post-conflict reconstruction and development as ordered by Government.

Furthermore, the DOD will continue to support the youth employment intervention by providing support to the Department of Rural Development and Land Reform towards the Youth Leadership Development Programme through the current defence inherent capabilities on a cost recovery basis. The number of National Youth Service members trained by the DOD will depend

on the number of members provided by Department of Rural Development and Land Reform for the specific Financial Years in the 2019 to 2024 MTSF. Through its yearly voluntary Military Skills Development Programme, youth receive military, functional and skills training that assist in the quest for employment in the Military and broader job market. For the period of this Plan (2020-2025), it is envisaged that the DOD will continue with of approximately 8 088 Military Skills Development members in the System.

DEPARTMENTAL IMPERATIVES

In terms of prevailing legislation, the following execution functionaries are relevant to the Defence Portfolio:

- 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 together with members of Cabinet. The President, as head of the National Executive, is the Commander-in-Chief of the Defence Force [RSA Constitution Section 83(a)], [RSA Constitution Section 85(1)], [RSA Constitution Section 85(2)] and [RSA Constitution Section 202(1)].
- The **Minister of Defence and Military Veterans** is appointed by the President as the Cabinet Member responsible for Defence; is responsible and accountable for the powers and functions assigned by the President; Command of the Defence Force is exercised in accordance with the directions of the Cabinet member responsible for Defence [RSA Constitution Section 92(1)], [RSA Constitution Section 92(2)] and [RSA Constitution Section 202(2)].
- The **Secretary for Defence** is appointed by the President to function under the direction of the Cabinet member responsible for Defence; is the Head of and Accounting Officer for the Department; and is the principal advisor to Minister on Defence Policy matters [RSA Constitution Section 204], [Defence Act Section 6], [Defence Act Sec 7(1)], [Defence Act Section 8(a)], the Public Service Act Section 7(3)(a) and PFMA Section 36]. As the HOD and Accounting Officer (AO), the Sec Def is required to ensure effective governance, risk management and compliance to policy within the DOD. In support of the Executive Authority, the Sec Def has a number of core functions that are derived from legislation and regulations. These are, inter alia:
 - Enhance civil control of the Defence Function by the Executive Authority and effective oversight by Parliament.
 - Provide defence policy advice.
 - Develop departmental strategies that align and balance the ends, ways and means of the defence organisation.
 - Develop and implement sub-ordinate departmental strategies and plans for implementation.
 - Administer the DOD and ensure compliance with regulations and legislative prescripts through a comprehensive process of planning, implementation monitoring, evaluation and reporting.
 - Ensure effective professional relationship and boundary delineation with stakeholders to establish good governance and synergy in the functioning of the Department.
- The **Chief of the South African National Defence Force** is appointed as the Commander of the Defence Force by the President and commands the Defence Force in accordance with the direction of the Cabinet member responsible for Defence under the authority of the President; is the principal advisor to the Minister on military, operational and administrative matters; executes command of the Defence Force through orders, comprehensive instructions and directives and; is responsible for the management and administration of the Defence Force [Defence Act Section 12(1)], [Defence Act Section 13(1)], [Defence Act Section 14(a)], [Defence Act Section 14(d)], [Defence Act Section 14(e)] and [Defence Act Section 14(j)]. The C SANDF has a number of core functions as derived from legislation and regulations. The C SANDF commands the Defence Force and;
 - Provides military policy advice and develops military strategies that align and balance the ends, ways and means of the military capability.
 - Develops and implements plans to achieve the strategies.
 - Administers and controls the Defence Force and ensures compliance with regulations and legislative prescripts.
 - Ensures the availability of combat-ready forces for employment on instruction by the President as the Commander-in-

Chief of the Defence Force.

THE MINISTER OF DEFENCE AND MILITARY VETERANS' PRIORITIES

The evolving Ministerial Priorities for the 2020-2025 planning period that give impetus to the execution of the Defence mandate through Ministerial direction over the short-, medium- and long- term within available resources are confirmed as follows:

- **Strategic Direction:** Implementation of the SA Defence Review 2015 "DOD Plan to Arrest the Decline". Direct the defence policy intent to stabilise and create a sustainable defence force within an effective, efficient and economically managed department able to deliver against predetermined expectations of Government. The decline in critical defence capabilities must be contained through directed interventions in those capabilities that are at risk, be unsustainable or must be enhanced to meet current operational commitments. Ministerial direction will be provided to initiate the defence trajectory through organisational capability interventions.
- **Strategic Resourcing:** Revenue Generation to Supplement the Insufficient Fiscal Allocation. Direct a focused effort to identify alternate funding and revenue generation streams that include, amongst others, maximised reimbursements against agreed upon Memoranda of Understanding and the sweating of departmental assets.
- **Human Resources:** Maintaining the SANDF Establishment Force Levels. Direct the maintenance of the current operational capability within the current operational strength and resource considerations. It implies the continual rejuvenation of the human resource component. The SANDF Reserves remain vital to augment current force levels required to conduct military operations both internally and externally to the country.
- **Organisational Renewal:** Ensuring Appropriate Organisational Form and Structure. Direct the positioning of the Defence Secretariat and organisation of the SANDF through the optimisation of both the Defence Secretariat and the Command and Staff system of the SANDF. Duplication of structures must be eliminated whilst accountability, effectiveness and efficiency is enhanced within an ethical and corruption free department. Focus must be given to ensuring that the SANDF is seen as a professional and disciplined military force.
- **Capability Sustainment:** Maintenance of Capabilities. The serviceability and availability of current main operating systems and Prime Mission Equipment must be maintained at a set level. Focus will be given to the maintenance, repair and overhaul of land, air, maritime and military health equipment that is required for both force training and force employment. Through the National Defence Industry Council (NDIC), a closer working relationship between the DOD, the Defence Industry and the Defence-Related Industry must be achieved in the interest of all parties.
- **Ordered Defence Commitments:** Increased Contribution to the National Developmental Agenda. There is an expectation of an increased utilisation of defence capabilities to contribute to the National Developmental Agenda of Government. The collateral defence utility may be used in collaboration with other government departments to enhance the desired contribution. The SANDF will retain its ability to respond to disasters both internally and in the region against reimbursement arrangements. The SANDF will contribute and enhance improved peace, security and stability on the African continent through the conducting of ordered defence commitments in accordance with government's policies and strategies.

THE SECRETARY FOR DEFENCE FOCUS AREAS

For the current 2019-2024 MTSF and period of this Plan, the evolving Sec Def Focus Areas in support of the Defence Mandate and the Minister's Priorities are as follows:

- **Departmental Direction. Implementation of the SA Defence Review 2015 "DOD Plan to Arrest the Decline"**. Predicated on the aforementioned Ministerial Priorities and pronouncements contained in the national defence policy (SA Defence Review 2015):
 - On behalf of the Executive Authority, develop a DOD Strategy that is aligned with current and possible future realities, providing direction to the DOD over the 2019-2024 MTSF and beyond. The DOD Strategy will inform the development of the sub-ordinate Military and Def Sec Strategies that will ensure the congruence between organisational Ends, Ways and Means.

- **Departmental Resourcing.** Provide departmental direction with particular focus on the prioritisation of limited resources and their application to identified departmental priorities. Maximise income to the DOD from both traditional and non-traditional funding sources as developed in the DOD Funding Model, inter alia:
 - Sweating of assets.
 - Re-imbursments.
 - Implementation of cost-savings initiatives and austerity measures.
- **Departmental Human Resources.** The acceleration of the development and implementation of a sustainable Human Resource Strategy and Plan.
- **Departmental Organisational Renewal.** To enable the Executive Authority to exercise effective civil control over the defence function the Def Sec will be organised, positioned and resourced to appropriately fulfil its legislative mandate and responsibilities. Particular focus will be given to:
 - The development of a Defence Enterprise Architecture Framework supported by end-to-end business processes for the DOD.
 - The alignment of organisational structures (Macro and Micro structures) with the approved Def Sec Strategy that will:
 - Enhance internal systems of control to reduce and/or combat fraud and mismanagement of resources.
 - Ensure an effective delegation regime.
 - Ensure the application of Consequence Management for non-compliance.
 - Ensure a departmental ethics and accountability culture.
- **Departmental Capability Renewal.** The following capabilities are required:
 - The acceleration of the development and implementation of an integrated DOD ICT System and the cyber-security thereof.
 - The establishment of a Strategic Research Capability to ensure effective direction for long-term sustainability.
 - The provision of a Civil Legal Capability in the Def Sec that is separate from the Military Judicial System.
 - The facilitation of the function shift from Department of Public Works and Infrastructure (DPWI) to the DOD in terms of facility management.
 - Facilitate a closer working relationship between the DOD, the Defence Industry and Defence-Related Industry in the interests of the alignment and future viability of all stakeholders.
- **Ordered Defence Commitments.** Provide the enabling mechanisms to support the SANDF deployments that give effect to the commitments of the RSA Government. The following will be pursued in support of this focus area:
 - Strengthen Defence Diplomacy through appropriate co-operation agreements and processes.
 - Ensure authorised mandated legal instruments to enable and sustain ordered defence commitments.

CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE FOCUS AREAS

For the current 2019-2024 MTSF and the period of this Plan, the evolving C SANDF Focus Areas in support of the Defence Mandate and the Minister's Priorities are as follows:

- **Strategic Direction: Arrest the Decline.** The following is of importance:
 - Identify and implement resourced interventions that will "arrest the decline" in military capabilities required for operations.

- Identify and maintain the multi-mission capabilities required to execute the priority missions assigned to the Defence Force.
- Ensure continued investment in research and development capabilities and test facilities to sustain an appropriate knowledge and technology base.
- **Strategic Resource Management**. In support of this focus area, the following aspects are of importance:
 - Implement internal regulations and procedures to enable procurement efficiency and proper life cycle management.
 - Assist the Sec Def in the implementation of internal controls to minimise fraud, corruption, irregular and wasteful expenditure.
 - Identify the assets to be sweated in order to generate funds to augment the allocated budget.
 - Disposal of redundant and surplus military equipment and assets.
- **Human Resource: Maintenance of Force Levels**
 - Optimise the personnel utilisation through a balance between Regulars, Reserves and Civilians.
 - Ensure military discipline through expedited legal actions that enable effective consequence management.
 - Maintain the current operational capability within the current operational strength to ensure the continual rejuvenation of the human resource component. The SANDF Reserves must augment current force levels required to conduct military operations both internally and externally to the country.
- **Organisational Renewal Management**
 - Rejuvenate the personnel component through an approved and funded mechanism to ensure upwards renewal and functional career mobility.
 - Align force preparation and personnel development with organisational requirements.
 - Finalise and approve the SANDF force design and structure, based on a command and staff system approach.
 - Enhance military leadership through the optimal utilisation of external and internal training institutions and opportunities.
 - Align and migrate the personnel to the approved command and staff structure.
 - Establish a cyber-defence capability in the SANDF.
 - Enhance internal systems of control to reduce and/or combat fraud and mismanagement of resources.
 - Ensure internal systems of control, ethics and accountability.
- **Capability Sustainment Management**
 - Ensure re-imburement for internal and external operations is maximised.
 - Focus on the maintenance, repair and overhaul of prioritised prime mission equipment and ensure serviceability to enable force employment.
 - Optimise use of internal maintenance and repair capabilities.
- **Ordered Commitments Management**
 - Enhance border safeguarding through the utilisation of appropriate force multiplier technologies.
 - Support the RSA developmental agenda through specific high-impact projects (Project Koba Tlala to rural SMMEs).
 - Contribute to RSA foreign policy objectives.

DOD ENTERPRISE RISK MANAGEMENT

The DOD continues to pursue its commitment to the effective management of the DOD Enterprise risks through the continuous adoption of best practices, methodologies and inculcating a culture of risk management across the DOD.

The identified transversal DOD Enterprise Risks will continue to have an adverse effect on the realisation of the departmental outcomes and outputs during the period of this Plan. The continued budget reductions and decline in the Defence allocation remains a matter of concern with an adverse impact on the ability of the DOD to fully support the national imperatives of Government and implementation of the SA Defence Review 2015. Effective risk management and mitigation efforts in relation to the transversal DOD Enterprise Risks, listed in Table 8 below, remain predominantly cost-driven, increasing the risk exposure of the DOD. The DOD Enterprise Risks, as reflected in Table 8 below, are for public view. Sensitive (not for public view) DOD Enterprise Risks will be managed through an internal departmental process in collaboration with the Executive Authority.

Table 8: DOD Enterprise Risks with Risk Mitigation

SERIAL NO	OUTCOME	ENTERPRISE RISK	RISK MITIGATION
1	<p><u>DOD Outcome 1:</u></p> <p>Accountable and effective governance of the DOD to enhance civil control of Defence.</p> <p><u>DOD Output 1:</u></p> <p>Defence Strategic Direction provided.</p>	<p><u>Compromised Defence Direction.</u></p> <p>Defence Strategic Direction, in accordance with the regulatory framework, may be compromised by the protracted departmental policy process.</p>	<ul style="list-style-type: none"> • Provide strategic direction through institutionalising National Policy/ Imperatives/Regulatory Framework within the defence funding allocation, supporting the Defence mandate over the MTSF period. • Institute Consequence Management, as a mechanism, to address non-compliance to departmental policies impacting on the performance of the DOD.
2	<p><u>DOD Outcome 1:</u></p> <p>Accountable and effective governance of the DOD to enhance civil control of Defence.</p> <p><u>DOD Output 1:</u></p> <p>Defence Strategic Direction provided.</p>	<p><u>Prevalence of Corruption and Fraud.</u></p> <p>Weaknesses in key internal controls increase the opportunity for fraud and corruption and may result in losses, including future resources.</p>	<ul style="list-style-type: none"> • Execute the DOD Corruption and Fraud Prevention Plan. • Reduce fraud and corruption through implementing departmental policies, an Ethics/Moral Regeneration Programme and strengthening internal controls.
3	<p><u>DOD Outcome 1:</u></p> <p>Accountable and effective governance of the DOD to enhance civil control of Defence.</p> <p><u>DOD Output 1:</u></p> <p>Defence Strategic Direction provided.</p>	<p><u>High Prevalence of Litigation.</u></p> <p>The inability of the DOD to comply with applicable legislation, prescribed policy and procedures may result in costly litigation and losses to the DOD.</p>	<ul style="list-style-type: none"> • Institute Consequence Management, as a mechanism, to address non-compliance impacting on corporate governance in the DOD. • Provide appropriate legal advice on prior request to DOD management in order to enhance the legality of decision-making thereby curbing costly litigation to the DOD.


SERIAL NO	OUTCOME	ENTERPRISE RISK	RISK MITIGATION
4	<p><u>DOD Outcome 2:</u> An effective and sustainable Defence Force capacitated to execute ordered commitments.</p> <p><u>DOD Output 2:</u> Defence capabilities prepared.</p>	<p><u>Deteriorating DOD Facilities and Infrastructure.</u></p> <p>Deteriorating DOD facilities and infrastructure may result in:</p> <ul style="list-style-type: none"> • Compromised Defence Readiness (including training of Defence-Ready Personnel). • Prevalence in Occupational Health and Safety (OHS) fatalities and costly litigation. • Tarnished image of the DOD. • Negative effect on morale. • Possible escalation of leasing costs as well as fruitless and wasteful expenditure to the DOD. • Increase in theft due to easy access into DOD facilities. 	<ul style="list-style-type: none"> • Promulgate and implement an Overarching Logistic Strategy. • Implement an electronic DOD Immovable Asset Register (DOD State-owned and Defence Endowment Properties). • The devolvement of functions from DPWI to the DOD through an Implementation Plan, monitoring and reporting on the Plan.
5	<p><u>DOD Outcome 2:</u> An effective and sustainable Defence Force capacitated to execute ordered commitments.</p> <p><u>DOD Output 2:</u> Defence capabilities prepared.</p>	<p><u>Forfeited Rights on DOD Property.</u></p> <p>Current land claims and possible illegal invasion on DOD facilities may result in loss of DOD facilities, which may impact on readiness and deployment capabilities in support of the Defence mandate.</p>	<p>Expedite existing land claims and implement a Contingency Plan that identifies new/alternative facilities.</p>
6	<p><u>DOD Outcome 2:</u> An effective and sustainable Defence Force capacitated to execute ordered commitments.</p> <p><u>DOD Output 5:</u> Defence capabilities supported.</p>	<p><u>Outdated and Non-integration of DOD Information Communication Technology Systems (ICTS).</u></p> <p>The lack of modernisation and non-integration of DOD ICT Systems may lead to unreliable, unverifiable and loss of DOD financial, non-financial information and possible threat to business continuity.</p>	<ul style="list-style-type: none"> • Implement the Enterprise Architecture Policy in the DOD. • Modernise and upgrade the DOD Core Information Systems through the Integrated Defence Enterprise System (IDES), to ensure DOD interoperability and connection with the Government-wide Integrated Financial Management System (IFMS). • Institute the Public Service Governance Framework through strengthening the DOD ICT policies and plans.


PUBLIC ENTITIES REPORTING TO THE EXECUTIVE AUTHORITY ²⁸

The Executive Authority has a legislative oversight function in terms of Public Entities and Organs of State, which are accountable to the Executive Authority and categorised within Schedule 2 and 3 of the Public Finance Management Act, (PFMA) (Act No. 1 of 1999). The DOD assists the Executive Authority with this oversight function through the assessment of the Strategic Plans and the Annual Performance Plans/Corporate Plans of the Public Entities and Organs of State on an annual basis to ensure alignment with the National Regulatory Framework and includes the Public Entities and Organs of State in the planning, budgeting and reporting processes of the Department. The summary of the mandate and outcomes for the Public Entities are provided in Table 9 below:

²⁸ Public Entities are those entities that are reflected in Schedule 2 or 3 of the PFMA, 1999 (Act No 1 of 1999).

Table 9: Public Entities Reporting to the Executive Authority

NAME OF PUBLIC ENTITY	LEGISLATIVE MANDATE	OUTCOMES
<p>Armcor</p> 	<p>The mandate of Armcor is derived from the Armcor Act No. 51 of 2003. Armcor is to meet the following requirements of the DOD:</p> <ul style="list-style-type: none"> • The defence matériel requirements effectively, efficiently and economically. • The defence technology, research, development, analysis, test and evaluation requirements effectively, efficiently and economically. • Dispose of defence matériel in consultation with the instance which originally manufactured the matériel. • Maintain the compliance administration system for the DOD, as required by the applicable international law, the National Conventional Arms Control Act (Act No. 41 of 2002), and the Non-Proliferation of Weapons of Mass Destruction Act (Act No. 87 of 1993). • Provide marketing support to defence-related industries, in respect of defence matériel, in consultation with the DOD, and the defence-related industries in question. • Armcor must adhere to accepted corporate governance principles, best business practices and generally accepted accounting practices within a framework of established norms and standards that reflects fairness, equity, transparency, economy, efficiency, accountability and lawfulness. <p>In terms of the Armcor Act of 2003 (Act No. 51 of 2003) Armcor is responsible for:</p> <ul style="list-style-type: none"> • Section 22(1): Notwithstanding any other law, all intellectual property rights in any product, service, item, method or any other thing of any nature vested in the Department, must be held into custody of the Corporation on behalf of the Department. • Section 22(2): The Corporation must manage and utilise intellectual property rights acquired for and on behalf of the Department as directed by the Secretary for Defence in a service level agreement. 	<p>To manage the DOD acquisition and technology projects underpinned by the following themes:</p> <ul style="list-style-type: none"> • Acquisition Excellence. • Technology Advancement. • Resourcing Armcor’s Capability. • Industry Stability. • Stakeholder relations. • In support of the MOD&MV priority “Stable and financial viable Armcor to deliver on its mandate”, Armcor will continue to execute the above-mentioned outcomes.

NAME OF PUBLIC ENTITY	LEGISLATIVE MANDATE	OUTCOMES
Castle Control Board (CCB) 	<p>The CCB is mandated in terms of the Constitution of the Republic of South Africa, Act No. 108 of 1996.</p> <p>The Castle Control Board is a public entity, under the Public Finance Management Act (Act No. 1 of 1999) Section 1.</p> <p>The mandate of the CCB is derived from the Castle Management Act (Act No. 207 of 1993), which requires it to preserve and protect the military and cultural heritage of the Castle of Good Hope, to optimise its tourism potential, and to optimise accessibility of the Castle of Good Hope to the public on behalf of the MOD&MV, who has the ultimate ownership responsibility for the Castle of Good Hope.</p>	<ul style="list-style-type: none"> To preserve and protect the military and cultural heritage of the Castle of Good Hope. To optimise the tourism potential of the Castle of Good Hope To optimise accessibility to the Castle of Good Hope by the public. Promotion, development and interpretation of the Castle of Good Hope as a place of education and learning. Development of the capacity of the Castle of Good Hope to promote understanding, reconciliation and nation-building. Agreement with the DOD in terms of the management of the Castle of Good Hope as a defence endowment property.


ORGANS OF STATE²⁹ REPORTING TO THE EXECUTIVE AUTHORITY

The following Organs of State report to the Executive Authority:



- Defence Force Service Commission (DFSC).
- Military Ombud.
- Reserve Force Council (RFC).

The summary of the mandate and outcomes for the Organs of State are provided in Table 10 below:

Table 10: Organs of State Reporting to the Executive Authority

NAME OF ORGAN OF STATE	LEGISLATIVE MANDATE	OUTCOMES
Defence Force Service Commission (DFSC) 	<p>The DFSC mandate of the is derived from Section 62A of the Defence Amendment Act, (Act No. 22 of 2010).</p>	<ul style="list-style-type: none"> To submit, on an annual basis, recommendations to the Minister on improvement of salaries and service benefits of members. To make recommendations to the Minister on policies in respect of conditions of service. To promote measures and standards to ensure the effective and efficient implementation of policies on conditions of service within the Defence Force, and make recommendations in this regard.

²⁹ For purposes of this document, Organs of State are defined as any other State functionary or institutions, other than Public Entities that exercise a power or perform a function in terms of the Constitution, or exercise a public power or perform a public function in terms of any legislation.

NAME OF ORGAN OF STATE	LEGISLATIVE MANDATE	OUTCOMES
<p>Office of the Military Ombud</p> 	<p>The mandate of the Office of the Military Ombud is derived from the Military Ombud Act, (Act No. 4 of 2012).</p>	<ul style="list-style-type: none"> • To investigate and ensure that complaints are resolved in a fair, economical and expeditious manner and to report annually to the MOD&MV. • The Ombud must promote the observance of the fundamental rights of the members of the Defence Force.
<p>Reserve Force Council (RFC)</p> 	<p>The mandate of the RFC, is derived from section 48(4) of the Defence Act, (Act No. 42) of 2002. The RFC is a consultative and advisory body representing the Reserve Force.</p>	<ul style="list-style-type: none"> • To promote and maintain the force as an integral part of the Defence Force and consulted on any legislation, policy or administrative measures affecting the Reserve Force. • Advises and assists stakeholders in the development of legislation, policies and strategies for Reserves in accordance with its legislative mandate. • Advice to the MOD&MV, Dep MOD&MV, DFSC and other elements in the DOD as appropriate. • Communication and marketing of the Reserves and Reserve Service System. • Co-manage joint projects in shooting and military skills and other aspects as identified from time to time. • Establishment and maintenance of both multi- and bilateral links with international Reserve Officers' Associations. • Identifying and advancing international opportunities for young Reserve Force leaders, both Officers and Non-commission Officers (NCOs). • Assisting with the development of leadership skills not available within the DOD/SANDF for young Reserve Force leaders, both Officers and NCOs.

DISTRICT BASED SERVICE DELIVERY MODEL

The DOD has no district based service delivery model.

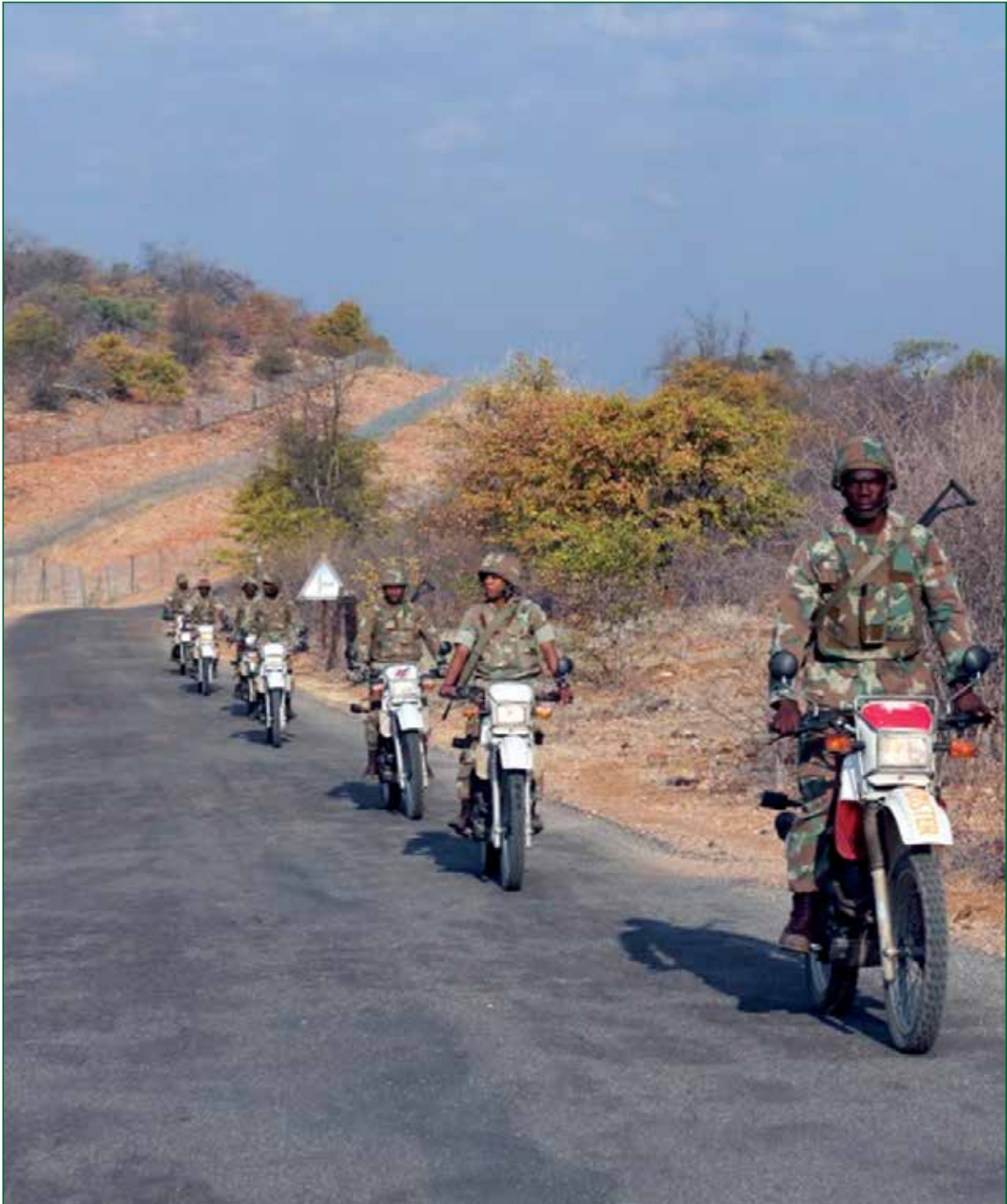


PART D

TECHNICAL INDICATOR DESCRIPTIONS

PART D: TECHNICAL INDICATOR DESCRIPTIONS

The DOD Technical Indicator Descriptions for the DOD Outcomes, are reflected at Annexure A to this DOD SP 2020-2025.



ANNEXURE A

TO THE DOD SP FOR 2020-2025

DEPARTMENT OF DEFENCE STRATEGIC TECHNICAL INDICATOR DESCRIPTIONS FOR THE PERIOD 2020-2025

DEPARTMENT OF DEFENCE OUTCOME 1 TECHNICAL INDICATOR DESCRIPTION

OUTCOME 1	ACCOUNTABLE AND EFFECTIVE GOVERNANCE OF THE DOD TO ENHANCE CIVIL CONTROL OF DEFENCE
INDICATOR TITLE	REDUCTION IN THE NUMBER OF BALANCES QUALIFIED IN THE FINANCIAL STATEMENTS
DEFINITION	<p>Audit opinion refers to a certified public accountants (external bodies, in this case, Auditor General South Africa's [AGSA]) opinion regarding the audited balances as disclosed in financial statements and supporting schedules of the Department. It is a written attestation as to the fair presentation of financial balances and performance information in a set of financial statements.</p> <p>Misstatements refer to incorrect or omitted information in the financial statements. Examples include the incorrect or incomplete classification of transactions, or incorrect values placed on assets, liabilities or financial obligations and commitments.</p> <p>The objective of an audit of financial statements is to express an audit opinion on whether the financial statements fairly present the financial position of auditee/department at financial year-end and the results of their operations for that financial year.</p> <p>Financial statement are made up of balances as disclosed in the Statements of Performance, Position, Cash flow and notes to the set of financial statements.</p> <p>Generally, there are five types of audit opinions:</p> <ol style="list-style-type: none"> 1. Clean audits/ Unqualified audit opinion with NO other matters (4). The financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation. 2. Unqualified opinion with other matters (3). The financial statements contain no material misstatements. Unless the auditors express a clean audit outcome, findings have been raised on either reporting on predetermined objectives or non-compliance with legislation, or both these aspects. 3. Qualified opinion (2). The auditor concludes that the financial statements contain material misstatements in specific amounts, or there is insufficient evidence for them to conclude that specific amounts included in the financial statements are not materially misstated. 4. Adverse opinion (1). The auditor disagrees with the representation made by management in the financial statements to the extent of confirming that it is NOT a fair reflection of the financial position. This indicates that the evidence obtained by the auditors does not agree to the figures disclosed in the financials. 5. Disclaimer opinion (0). There is a lack of sufficient appropriate audit evidence to the extent that the auditor is not able to form an opinion. This is the worst type of audit outcome. Due to the lack of evidence, the auditors cannot form an opinion on the financials. <p>PFMA 1 of 1999 Section 38: General responsibilities of accounting officers.</p>
SOURCE OF DATA	Report of the Auditor General to Parliament on the Department of Defence Vote.
METHOD OF CALCULATION/ ASSESSMENT	Total number of qualified balances (headings) in the audit report and not the number of paragraphs per financial statement balance against desired performance.
ASSUMPTIONS	All the recommendations made by the auditors to management are implemented and followed up.

OUTCOME 1	ACCOUNTABLE AND EFFECTIVE GOVERNANCE OF THE DOD TO ENHANCE CIVIL CONTROL OF DEFENCE
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> • Target for Women: N/A. • Target for Youth: N/A. • Target for People with Disabilities: N/A.
SPATIAL TRANSFORMATION (WHERE APPLICATION)	N/A.
REPORTING CYCLE	Annually.
DESIRED PERFORMANCE	1.
INDICATOR RESPONSIBILITY	Secretary for Defence (Chief Director Financial Services).

DEPARTMENT OF DEFENCE OUTCOME 2 TECHNICAL INDICATOR DESCRIPTION

OUTCOME 2	AN EFFECTIVE AND SUSTAINABLE DEFENCE FORCE CAPACITATED TO EXECUTE ORDERED COMMITMENTS
INDICATOR TITLE	PERCENTAGE COMPLIANCE WITH ORDERED DEFENCE COMMITMENTS AS RESOURCED
DEFINITION	<p>Ordered commitments are ordered by means of Memoranda of Understanding (MOUs), directives and instructions. These operations are conducted domestically and externally. Domestic operations entails: border safeguarding, operations in cooperation with the South African Police Service (SAPS), support to other government departments as well as humanitarian assistance and disaster relief. The South African National Defence Force (SANDF) will contribute to government domestic policy objectives by primarily conducting and participating in interdepartmental activities/missions.</p> <p>The SANDF will conduct all operations as funded and against reimbursement.</p> <p>This Indicator relates to the following elements:</p> <ul style="list-style-type: none"> • Resourced defence capabilities. • Sustainable defence capabilities. • Ordered commitments. • Compliance with mandate. • Peace, stability and security. • The people of South Africa are safe.
SOURCE OF DATA	Approved Memoranda of Understanding (MOUs), Presidential Minutes and Directives, Minister of Defence and Military Veterans and Chief SANDF Instruction, Joint Force Employment (JFE) Requirements, guidelines, plans and debrief reports.
METHOD OF CALCULATION/ ASSESSMENT	Number of operations executed divided by the number of operations ordered equals to percentage compliance.
ASSUMPTIONS	Sufficient funding to capacitate and sustain the SANDF.
DISAGGREGATION OF BENEFICIARIES (WHERE APPLICABLE)	<ul style="list-style-type: none"> • Target for Women: N/A. • Target for Youth: N/A. • Target for People with Disabilities: N/A.
SPATIAL TRANSFORMATION (WHERE APPLICABLE)	N/A.
REPORTING CYCLE	Annually.
DESIRED PERFORMANCE	All commitments are executed.
INDICATOR RESPONSIBILITY	Chief of the SANDF.

NOTES

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