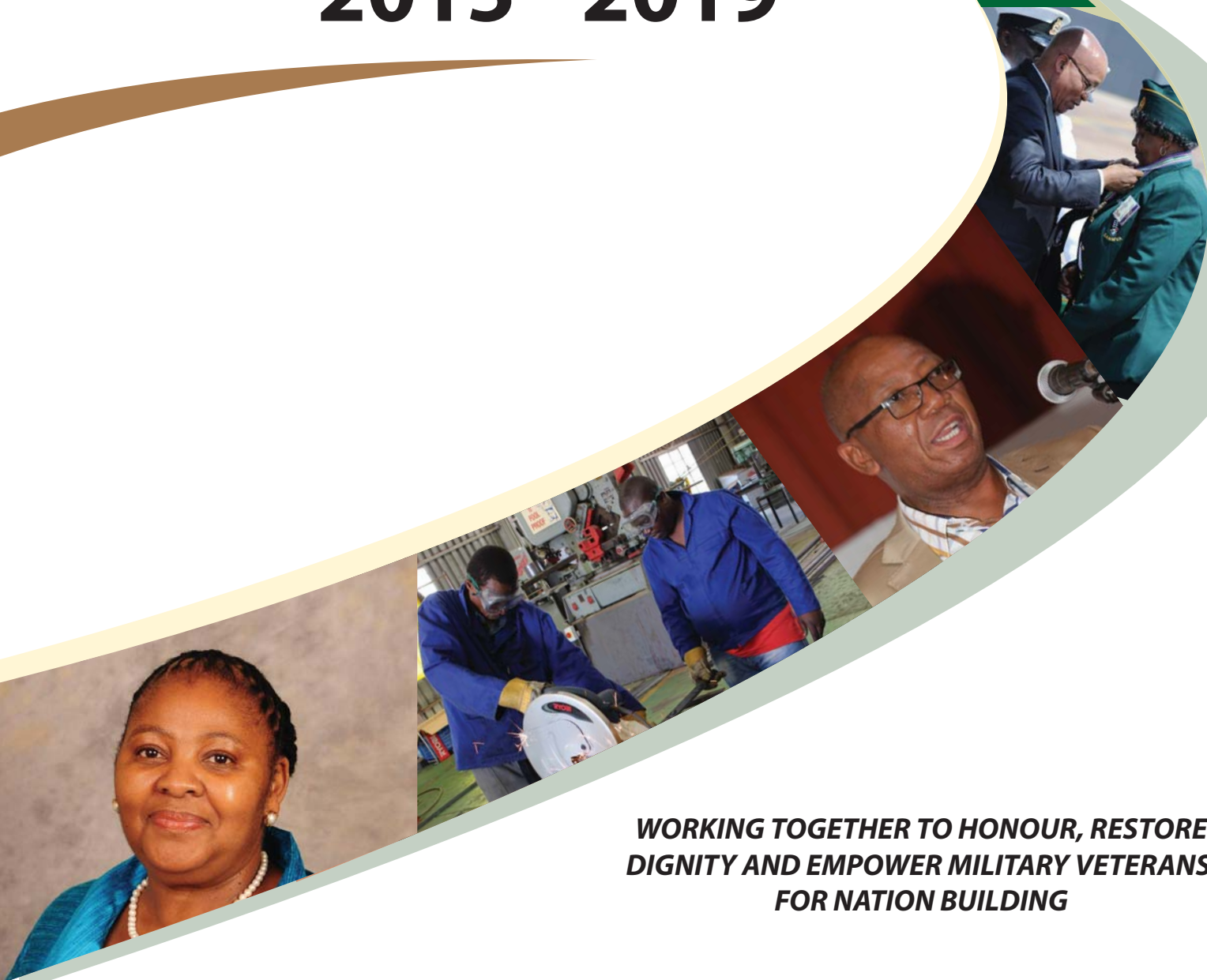


DEPARTMENT OF MILITARY VETERANS STRATEGIC PLAN 2015 - 2019



***WORKING TOGETHER TO HONOUR, RESTORE
DIGNITY AND EMPOWER MILITARY VETERANS
FOR NATION BUILDING***



military veterans

Department:
Military Veterans
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF MILITARY VETERANS



STRATEGIC PLAN

2015–2019

Date of Tabling: 11 March 2015

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2015-2019

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**FOREWORD BY THE MINISTER OF DEFENCE AND MILITARY VETERANS:
Ms. N.N MAPISA-NQAKULA, MP**

I feel greatly honoured and humbled to present the Strategic Plan (2015-2019) for the Department of Military Veterans in line with the mandate stipulated in the Military Veterans Act 18 of 2011.

I table this Strategic Plan confident and inspired by the fact the commitment and dedication to the noble course of changing the socio-economic conditions of our military veterans for the better has never been as high. All three spheres of government, the private sector, state owned enterprises, civil society and indeed all stakeholders are increasingly forging strategic and operational partnerships and programmes to deal more decisively with this long overdue national imperative.

Never have we ever been optimistic and confident the bright future that lay ahead for our military veterans as we are today. We will be vigorously implementing this Strategic Plan as the country intensifies the second phase of its development trajectory, that of radical social and economic transformation that President Jacob Zuma has implored all sectors of society to undertake. That radical social and economic transformation is of necessity and by all means find expression in how we address the long overdue plight of our military veterans and their dependants.

Inspired and guided by the vision and programmes of the National Development Plan (NDP) and in pursuit of the principles and objects articulated in the Defence Review (DR), we commit to making ensuring that this plan compliments and is integral to the realisation of the objects of these NDP and DR policies and programmes.

Therefore the implementation of this Strategic Plan cannot be business as usual. It must be implemented by all, led by the Department of Military Veterans with undivided focus, attention to detail, integrated planning, coordinated and integrated planning and implementation and with the necessary compassion, care, support and respect to military veterans.

As a country, we are celebrating 20 years of democracy to which the military veterans have not only made huge sacrifices in bringing about change. We dare not forget that our over 50 million population now lives at peace with itself; enjoying an enduring constitutional democracy that is respected the world over; coexisting with its neighbours in peace and economic cooperation.

We can proudly declare to the world that after years of colonial and apartheid subjugation, we are now an integral part of the community of free nations, by and large to the immense contributions made by brave men and women who dared their youth and their all so that we can be enjoy the fruits of freedom, justice equality and economic prosperity that this country can offer.

Military veterans are the greatest and best heritage and pride of our nation which we must all endeavour to honour, restore dignity to and most importantly, empower socially and economically so that they can be self-reliant and live in conditions of sustainable human fulfilment.

In that way they will in turn be able to contribute even more effectively and meaningfully in utilising their versatile abundant skills and capabilities in a sustainable manner that enhances

youth, women and societal empowerment and development, social cohesion and nation building. Military Veterans are everybody's business. To ensure the realisation of the 11 Military Veterans Benefits as articulated in the Military Veterans Act 18 of 2011, will require all to put their hands on deck and their shoulders on the wheel.

Be it with regard to making sure that they have decent human settlements; they and their dependents get quality education; are honoured and memorialised in dignity; have easy and faster access to the military veterans pension; are provided with easy and quality access to healthcare, public transport as well as decent burial support to mention but a few, will require the whole society to join hands and work in unison.

The building blocks are there. What we now need is to consolidate, work faster and smarter in implementing this Strategic Plan. Almost 7 000 military veterans now have access to free healthcare services in military health care facilities across the country and counselling services are being progressively rolled out. Over 500 bursaries have been provided to military veterans and their dependants. The process of establishing 200 cooperatives that will create about 1 500 job opportunities for military veterans is in full swing.

The programme to establish 5 healthcare centres for military veterans is at an advanced stage. Skills development and training for military veterans is being accelerated. The honouring and memorialisation of military veterans including the reburial of those that fell in far flung lands outside the borders of our country is gaining momentum. We have also duly reconstituted the South African National Military Veterans Association in line with the Act and the process of building its capacity to assist in the effective and efficient provision of services and coordination of the military veterans 'affairs is also being rolled out. All these and many other related initiatives will be given added impetus through this Strategic Plan.

The eight priorities that the Ministry has identified will remain by and large the same. Suffice to say that the tempo of delivery of quality services will be increased and the culture of commitment to deliver will be engendered. In that regard, the process of strengthening the capacity of the DMV to deliver by capacitating its financial management systems; monitoring and evaluation capability; rapid development and implementation of policies; filling of vacant posts, strengthening of the provincial offices and intensified communication; will continue to be integral an central to the accelerated roll out of this Strategic Plan.

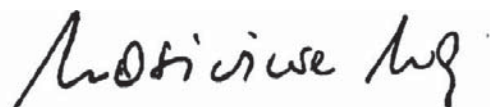
The cooperation, support, counsel and guidance we have enjoyed from parliament in general and the Portfolio Committee on Defence and Military Veterans over the past years should not only continue but be further strengthened to ensure that the objects of the Medium Term Strategic Framework (MTSF) contained in this five year Strategic Plan come into fruition. We owe it to our military veterans and indeed the future generations to making sure that we dare not fail in fulfilling that noble historic mission lest history judges us very harshly.

(N.N Mapisa-Nqakula)

Executive Authority

Date: _____

Signature _____



INTRODUCTION BY THE ACCOUNTING OFFICER: Mr. TE Motumi

The 2014 MTSF marshals yet again another opportunity for the Department to fully implement the provisions of the Military Veterans Act 18 of 2011. As an organ of state that commenced from R20m budget to R350m during the 2009 MTSF, the Department creatively utilised the partnerships to deliver on the justiciable and justifiable socio economic benefits. The systems and policies were developed whilst simultaneously providing benefits to deserving Military Veterans, in the quest to entrench their honour and dignity.

Guided by the priorities set by the Executive Authority, the Department has developed its own transversal systems that align with other organs of state, its legal instruments and as such the 2014 MTSF that will see the Department realising its own vote, that situates its strategic planning and strategic budgeting within the social and economic clusters, a home for the Military Veterans mandate.

In regaining its legislated role as a one-stop shop for all Military Veterans affairs, the Department will strengthen its Monitoring and Evaluation Capability to enable all initiatives that pertain to the Military Veterans mandate at all spheres of government to be accounted for and evaluated. As such the medium term will see the development of the MV Evaluation Plan with detail of the projects, sources of funding as well as typology of evaluation in line with the guidelines for evaluations read together with the guideline on the development of programme implementation programmes that will be characteristics of all the levels of the MV strategy Map.

Focus on integrated information systems will be accelerated to bring the internet of things to Military Veterans irrespective of footprint, so as to unleash their innovativeness and creativity that characterise their DNA thus boosting the countries profile on patentable products and intangible assets outlook.

Guided by the commitment South Africa has visibly displayed towards the International Declaration on human rights and its principal covenants, as well as other international legal instruments that South Africa has and continue to ratify, the Department will endeavour, in partnership with lead organs of state, to maximise these commitments to entrench the dignity of Military Veterans across all sectors of the economy.

The medium term will be characterised by a myriad of initiatives to unleash the inherent knowledge, skills, competencies and values that reside within our Military Veterans to embrace social cohesion agenda as they have a clear line of sight of where we come from, what defines the opportunity cost of being a liberation struggle and what foresight South Africa should be, all things being equal. Surely African Union Foresight 2030 and MV foresight 2030 must converge for sustainable peace and security and investment to be a norm domestically, continentally and globally.

As we journey into the next MTSF, and guided by the vision of a future Military Veteran, I, as the accounting officer for the delivery of the Military Veterans mandate wish to proclaim that the Department of Military Veterans is on course and together with the relevant organs of state we will realise the end state of “a dignified, unified, empowered and self-sufficient Military Veterans community”.

This end state has critical milestones that lie in the horizon when all Military Veterans will affirm in unison that “It feels good to be a military veteran in South Africa, Africa and globally” because we will have arrived.

As required by Section 4 of the Framework for Strategic Plans and Annual Performance Plans of August 2010, read together with National Treasury (NT) Regulation 5.2.4, the Strategic Plan 2015-2019 is herewith presented.

(T.E Motumi)
Accounting Officer
Date: 04 March 2015

Signature 

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

- a. was developed by the management of the Department of Military Veterans under the guidance of the accounting officer;
- b. was prepared in line with the National Development Plan and the 2014 Medium-Term Strategic Framework (MTSF); and
- c. accurately reflects the strategic outcomes and outputs the Department of Military Veterans programme/sub-programme will endeavour to achieve given the resources made available in the budget for the five year period.

(B.J Engelbrecht)
Acting Chief Financial Officer
Date: 04 March 2015

Signature 

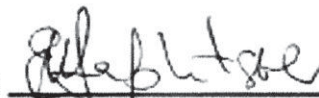
(L.Z Make)
DDG: Corporate Services
Date: 04 MAR 2015

Signature 

(T.E Motumi)
Accounting Officer
Date: 04 March 2015

Signature 

(K.E.R Maphatsoe)
Deputy Minister: Department of Defence and Military Veterans
Date: 5/3/2015

Signature 

Approved by:

(N.N Mapisa-Nqakula)
Executive Authority
Date: _____

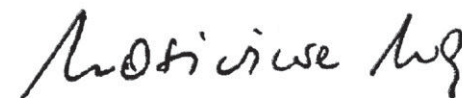
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ACRONYMS

APP	:	Annual Performance Plan
BAS	:	Basic Accounting System
DBE	:	Department of Basic Education
DHET	:	Department of Higher Education and Training
DMV	:	Department of Military Veterans
DOD	:	Department of Defence
DPME	:	Department of Performance Monitoring and Evaluation
DRDLR	:	Department of Rural Development and Land Reform
ENE	:	Estimates of National Expenditure
FMS	:	Financial Management System
FOSAD	:	Forum of South African Director-Generals
Mil Vets HPA	:	Military Veterans Healthcare Practitioner Association
MOU	:	Memorandum of Understanding
MTEC	:	Medium-Term Expenditure Committee
MTEF	:	Medium-Term Expenditure Framework
MTSF	:	Medium-Term Strategic Framework
MVBRs	:	Military Veterans Benefits Regulations
MVHPA	:	Military Veteran Health Practitioners Association
MVTT	:	Military Veterans Task Team
NDP	:	National Development Plan
OPSC	:	Office of the Public Service Commission
PFMA	:	Public Finance Management Act
SAMHS	:	South African Military Health Service
SANDF	:	South African National Defence Force
SANMVA	:	South African National Military Veterans Associations
SETA	:	Sector Education and Training Authority
SLA	:	Service Level Agreement

INTRODUCTION

The Department of Military Veterans derives its legislative mandate from the Military Veterans Act 18 of 2011, which requires it to provide national policy and standards on socio economic support to Military Veterans and their dependants, including benefits and entitlements to help realise a dignified, unified, empowered and self-sufficient community of Military Veterans.

The main objective of the Department of Military Veterans is to provide national policy and standards on socio-economic support to Military Veterans and their dependants, as well as policies and standards on heritage and empowerment programmes including those that contribute to nation building and reconciliation.

The Strategic Plan for the Department of Military Veterans, referred to hereafter as the DMV, encapsulates detail of issues that are strategically importance in fulfilling the department's mandate while contributing to the achievement of Governments priorities emanating from the National Development Plan, Medium Term Strategic Framework and other government pronouncements. The Strategic Plan is packaged into three parts.

Part A: Focuses on the strategic overview, which provides insight into the mandate of the DMV, vision, mission, values and strategic outcomes it aims to achieve over a five year period.

Part B: Looks at the specific strategic objectives and outputs of the department and their resource implications and the risks that need to be managed to achieve them.

Part C: Considers links to other plans such at the department's long-term infrastructure plan and management of the public private partnerships.

PART A: STRATEGIC OVERVIEW

1. Vision

A dignified, unified, empowered and self-sufficient Military Veteran's community.

2. Mission

To facilitate delivery and co-ordinate all activities that recognise and entrench the restoration of dignity and appreciation of the contribution of Military Veterans to our freedom and nation building.

3. Mission statement

To initiate, manage and administer Military Veterans' affairs with dignity and compassion through overall coordination and facilitation of the activities of Government and the private sector to ensure coherent provision of services to Military Veterans.

4. Service Charter that underpins the Delivery of Services to Military Veterans

As a Department, we pledge to manage and administer the affairs of Military Veterans with dignity and compassion and to ensure that the unique needs of all Military Veterans are provided for. This will be achieved through overall coordination and facilitation of the activities of Government and that of the private sector to ensure the provision of coherent assistance to all Military Veterans.

Our service delivery ethos is rooted in a value system characterised by the following:

- **Service Standards:**

Service standards are based on clear direction and strong leadership. Our priority is to maximise the benefits to Military Veterans and our contribution to the health and socio-economic support services to the Military Veterans of the Republic of South Africa. We will maintain high standards of excellence and professionalism in everything we do and will strive to:

- acknowledge receipt of a query by a military veteran within 24 hours and provide responses to queries lodged by no later than ten working days from the date of registration of the query;
- ensure that all telephones are answered without undue delay and that telephonic queries are responded to immediately;
- respond to all ministerial enquiries within the time frames prescribed;
- endeavour to finalise payments to service providers for services rendered within the 30-day period prescribed in the Public Finance Management Act 1 of 1999 (PFMA)

and applicable delegated legislation and Practice Notes promulgated from time to time; and

- discharge our responsibilities in accordance with the Batho Pele principles.

- ***Teamwork:***

The Department is one team that embraces one purpose. In debating all issues comprehensively, each team member will represent his or her individual responsibilities rigorously with the overriding aim of reaching conclusions that will be best for the Department and the community of Military Veterans as a whole and act on them.

- ***Discipline:***

We will consistently strive towards upholding a high level of discipline. Individually and collectively, we will rebuild the profile and image of the Department establishment as the best disciplined profession. We will promote mutual respect for Military Veterans at all times.

- ***Excellence:***

We will build on what we do well and actively foster a climate of success. We will invest in our people and encourage innovation. We will provide the right incentives and recognise individual and team contributions. We will provide services to Military Veterans with empathy and compassion at all times.

- ***Ethics:***

We will adopt and encourage reasonable working practices. We will not be deflected by the demands of vested interests. We will foster fairness and trustworthiness in all we do. We will not avoid difficult issues. Our dealings with our stakeholders will be underscored by professionalism in service delivery to Military Veterans

- ***Openness and Transparency:***

We will communicate with clarity to ensure better understanding of our priorities. We will ensure that our messages are understood. We will listen to the concerns of clients and make sure we understand what they say to us. We will aim to create a climate of trust and transparency in our decision making. We will further display the telephone numbers of the senior managers of the regions on the website of the Department and communicate them to the general public and the top management of the Department.

- ***Consultation Rooted in Effective and Efficient Partnerships and Collaboration:***

We will encourage and improve links with other Government departments and other relevant organs of State. We will strengthen partnerships with industry, allies and the community at large. We will promote collaboration in the Department, harmonise activities and systems and, where sensible, share knowledge. We will regularly consult the national umbrella body for Military Veterans and other entities, as well as individual Military Veterans.

- ***Encouragement of Innovation and Reward of Excellence:***

We will create a learning organisation in which all employees seek and share knowledge and information while committing themselves to personal growth. We will set the example and lead the way. We will lead by example and influence others to follow these principles. We will be sensible of the demands we make on people, recognising the unique commitment they make.

- ***Redress:***

We will seek to address the wrongs of the past in relation to Military Veterans and we will strive for equity in this sector.

- ***Value for Money:***

We will seek to ensure maximum returns on investment in programme implementation and manage finances accordingly.

5. Legislative and other mandates

The Department of Military Veterans derives its legislative mandate from the Military Veterans Act 18 of 2011, which requires it to provide national policy and standards on socio-economic support to Military Veterans and their dependants, including benefits and entitlements to help realise a dignified, unified, empowered and self-sufficient community of Military Veterans.

The following legislations also have an impact in the Department of Military Veterans:

- Military Veterans Act 18 of 2011
- Section 7 of the Bill of rights in the Constitution of the Republic of South Africa, which enshrines human rights in the country and affirms respect for human dignity;
- The 1996 White Paper on Defence;
- Military Pensions Act 84 of 1976, as amended;
- Special Pensions Act 69 of 1996, as amended;
- Housing Act 107 of 1997;
- National Heritage Act 61 of 2003; and
- Social Assistance Act 13 of 2004.

6. Policy Mandates

Policy initiatives will be accelerated with the intention to realise approval of critical policies during the MTSF period. The policy approved by Cabinet during 2010 following recommendations of the Ministerial Task Team on Military Veterans (MTTMV) will anchor to all new policies.

7. Relevant court rulings

There are no court rulings against the Department of Military Veterans.

8. Planned policy initiatives

While the key legislative mandate of the Department remains the same, the Department is working on a number of policy initiatives. The DMV will focus on the finalisation and approval of the following major service delivery policies:

- **Public Support for Transport** – provide a framework for provision and subsidisation of transport services for MVs
- **Military Veterans Social Relief of Distress** – a framework for provision of relief of social distress for MVs when needed
- **Military Veterans' Pension** – a framework for creation and management of MVs pension
- **Military Veterans Heritage** – refers to the full range of MVs documented tradition, monuments, objects and culture.
- **Stakeholder Management** - to provide a guiding Framework for coherent approach in dealing with departmental stakeholders
- **Training and Skills Development** – provision of training and skills development to ensure that MVs contribute positively to mainstream economic activities.
- **DMV Memorialisation** – to honour the memory of MVs or their contribution in general.
- **DMV Business and Empowerment Support** – to invest in human capital, ensure skilling and contribute to government job creation agenda.

9. Situational Analysis

9.1 Performance Environment

The active effort of delivering on Military Veterans' benefits while contributing to the National Development Plan and Government Outcomes is critical, while recognising the lasting social risks and negative effects of delaying delivery of Military Veterans' benefits. Memoranda of Understanding/ Agreement, which set out terms and conditions for the delivery of Section 5 benefits of the Act, have been signed with key departments, including the Department of Human Settlements on the provision of houses for Military Veterans, the Department of Rural Development and Land Reform (DRDLR), the Department of Defence (South African Military Health Service) and the Department of Water Affairs.

In ensuring a credible, accurate and reliable military veteran database, the Department during March 2013 commenced with the process of verifying Military Veterans that were not part of the

integration process during the formation of the South African National Defence Force (SANDF) in 1994.

The verification was led by the established National Military Veterans Verification Panel that was responsible to determine the bona fides of Military Veterans. The criteria of allocating benefits to qualifying Military Veterans and dependants are provided in the regulations developed in terms of the Act.

Furthermore, the Department registered a Cabinet-approved evaluation programme on empowerment programmes for Military Veterans, Skills transferability and recognition, which are part of the National Evaluation Plan for the medium-term period (2013/14 to 2015/16). The main purpose of the evaluation programme is to conduct a diagnosis of the skills of Military Veterans acquired during their period of combat and in exile and to make recommendations on how these skills could be recognised through the formal South African Qualifications Authority (SAQA) accreditation processes.

The programmes need to make recommendations on how these skills can be translated for effective use in the society in which Military Veterans (and, in particular, the former liberation struggle veterans) find themselves, to enhance job creation, entrepreneurship development and general self-sustainability and that of their families. The 2015 MTSF period will see initiation of other evaluations that translate the diagnostic evaluation and begin to focus on both design evaluation and implementation evaluation.

To ensure that the outcome and main outputs of the DMV are achieved, the executive authority each year pronounces the priorities of the Department, which are informed by both the changed (Government outcomes and priorities) and sustained (constitutional and legislative) mandate. Continuous monitoring and evaluation of performance against the executive authority's priorities provide progress in terms of the extent to which the DMV mandate is being executed in order to realise the intended results.

The DMV will continue to contribute to Government MTSF outcomes, the National Development Plan (NDP) and the Forum of South African Director-Generals (FOSAD) implementation plan while effectively implementing its legislative mandate.

The following are the key issues in the delivery environment which provides important background information on demand for services and other factors that have informed the development of the strategic plan.

Contribution to the National Development Plan (NDP) and Government's Medium Term Strategic Framework (MTSF)

According to the National Development Plan (NDP), South Africa has the potential and capacity to eliminate poverty, unemployment and reduce inequality, which requires a new approach that moves away from having citizens that solely depends on the State to provide services to the state that systematically includes the socially and economically excluded citizens who can be champions of their own development where Government will work effectively to develop their capabilities to lead the lives they desire. The DMV in delivering its mandate will contribute to the National Development Plan.

The Government's Medium-Term Strategic Framework (MTSF) is a statement of intent that identifies the developmental challenges facing South Africa. It is premised on the scenarios and futures the South Africa that is envisaged. MTSF is the translation of the electoral mandate into key deliverables (strategies) and the ensuing initiatives (outcomes) to give effect to the strategies.

The monitoring of the delivery of justiciable socio economic rights to Military Veterans situates DMV's legislative mandate within the economic and social clusters, notwithstanding the role the Executive Authority within the Justice Crime Prevention and Security as well as the secretariat and coordination role within the International Relations, Peace and Security Cluster.

Human Resources (HR)

The DMV is in the process of filling key positions to ensure effectiveness and service delivery. This will ensure that the department is able to execute its legislative mandate and contribute thereby, to the agenda (MTSF outcomes) of government. The DMV's organisational and functional structure consists of 169 posts.

Research Capability

The DMV will continuously facilitate research on critical issues to inform policy development, planning and programming in the context of policy mandates. Research capability will be strengthened during the MTSF period (2015-2019) to ensure improved delivery of Military Veterans' benefits.

DMV Database

The DMV remains the only legally obliged establishment to provide for and manage the data base of Military Veterans across the length and breadth of the country, in cooperation and collaboration with the South African National Military Veterans' Association (SANMVA) and individual Military Veterans. Further, subject to appropriate assignment protocols, Copyright, trademarks and Patents that define the profiling of the DMV mandate will appreciate the necessary statutory protection.

Infrastructure/ Facilities

For the Military Veterans' benefits to be provided countrywide, provincial co-ordination is critical. Provincial coordinators have been appointed and the critical part is the establishment of provincial offices across all nine provinces which require an investment in high quality and accessible equipment and infrastructure.

To this end, the Department will ensure that office space that can be easily accessible by Military Veterans which includes ICT-based infrastructures such as high performance computing, research networks, and data storage and management systems are fully established in consultation with DPW.

Information Management

DMV has signed and approved an annexure with SITA which will see development of an integrated information management system. Implementation is underway. To improve this situation, electronic interfaces between the DMV and its suppliers will be prioritised. This will align DMV information systems with the Information Monetary Systems (IFMS) and the Financial Management System (FMS).

Stakeholder Engagement

The DMV takes the matter of stakeholder engagement seriously and has created within its organisational structures a division or branch “Military Veterans Empowerment and Stakeholder Management”, which has as its primary responsibility “the management and facilitation of the implementation of Military Veterans empowerment and stakeholder management programmes”. Provincial Offices are also expected to manage stakeholder relations.

Corporate Governance

Corporate governance refers to formal and informal relationships between the DMV and its stakeholders and formal systems of accountability. The DMV embraces corporate governance and seeks to align its own goals with those of its stakeholders or society to strengthen cohesion in the sector.

Furthermore, the DMV’s approach to corporate governance is reflected and enforced by its values, actions and standards influenced by King III’s characteristics of good Corporate Governance i.e.

- Discipline.
- Transparency.
- Independence.
- Accountability.
- Responsibility.
- Fairness.
- Social responsibility.

The following are key Executive Authorities (EA) Priorities aligned to the MTSF period

The 2014 MTSF saw the proclamation of the organ of state to service the Military Veteran’s mandate, the development of priorities to drive the mandate and give expression to the electoral mandate. These priorities formed the basis for strategic planning and strategic budgeting. The evaluation of the delivery against the priorities during the 2014 MTSF period, confirmed the need for the continued existence of these priorities, so as to realise the anticipated end state of “a dignified, unified, empowered and self-sufficient Military Veterans community.

The strategic levers that inform the mandate aim at providing adequate systems and processes to service the mandate and are as reflected below:

Priority 1: Ensure a fully functional Department of Military Veterans with an independent budget vote and systems.

The 2009 MTSF, saw acquisition of transversal systems to drive the implementation of the mandate with a sole purpose of realising an independent separate vote for the Military Veterans mandate. From a strategic budgeting perspective, the movement from defence systems to a transfer payment registered a significant milestone.

The 2014 MTSF will see the achievement of a separate vote, with transfer payments to organs of state that report to the executive authority that emanate from the Military Veterans Act 18 of 2011 and the delegated legislations flowing from the Act.

Further, a structural realignment will be conducted during the medium term to promote global footprint of service Military Veterans. It is worth noting that migration to transversal systems has rendered the shared resource concept within the Defence and Military Veterans vote, that characterised the original functional structure of the department, became impractical, hence the structural review due for finalisation and implementation during the 2014 MTSF. In embracing Outcome 12 and the FOSAD implementation Plan, in terms of operational standards, the Department has participate in the MPAT process, and lessons learnt have resulted in the development of an action plan that strengthens the management practices to see the Department at and above level 4 over the medium term.

Priority 2: Strengthening governance and oversight protocols to give effect to the provisions of the Act.

The Act established the governance structures and institutions to provide advice to the Executive Authority on the delivery of services to the Military Veterans - SANMVA, Appeals Board and Advisory Board. The Military Veterans Benefits Regulations (MVBRs), 2014, embrace the Special Ministerial Task Team recommendation on Economic Empowerment by creating business opportunities to service the empowerment mandate.

Priority 3: Provision of immediate social relief of distress to the most vulnerable of the Military Veterans.

Provision of immediate social relief of distress to the most vulnerable Military Veterans will continue as it is in acknowledgment of destitute Military Veterans. There is a need to identify those that reside within this category and devise interventions to deliver immediate relief. The period under review will endeavour to provide the deserving members with hope.

Priority 4: To provide comprehensive support services to Military Veterans and where applicable, to their dependants:

The Medium Term Strategic Framework will see the full conceptualisation, development and launching of the Military Veterans Programmes that flow from the section 5 (1) benefits. These being Health Programme, Transportation Programme, Education Programme, Burial Support, Business Opportunities, Skills Development, Housing Support Programme, One-Stop Shop Pension Programme.

Further the provision of the socio-economic benefits will entail, but not limited to:

- ✓ Education, training and skills development

Education

A Pilot of the education support programme of 100 Military Veterans/ dependents was done in 2012/13. Memoranda of Understandings (MoU) with NSFAS and Department of Basic Education are in place to assist facilitation of this benefit. Letters jointly signed by the DMV and DBE have been agreed for disbursement to relevant schools. This effort seeks to heighten awareness on DMV and DBE cooperation in the affairs of beneficiaries in the Military Veterans' sector. To date the Department has funded 200 Military Veterans/ dependents with education

support. Annually bursaries are awarded by December in preparation of transferring payments by 31 March.

The Department of Military Veterans, in embracing the ratification of international convention on social and cultural rights, a determination has been made to ensure that universal access to education, health and burial support accrue to all Military Veterans and where appropriate, their dependants.

Access to health support

The DMV has signed Service Delivery Agreements (SDAs) with the South African Military Healthcare Services (SAMHS) and Military Veterans' Healthcare Practitioners Association (MVHPA) as partners in the delivery of healthcare to Military Veterans. To date the Department has loaded a total of 7 703 Military Veterans on the SAMHS database for access to healthcare as legislated. This process started in 2011, with 2 000 Military Veterans who were 60 years above and those with chronic conditions.

To strengthen easy access to healthcare, 9 Military Veterans help desks were set up at the SAMHS healthcare facilities across all provinces in line with the Ministerial directive of April 2012. For the first time in 2013/14 financial year, comprehensive medical assessments were conducted in partnership with SAMHS and MVHPA. 4 570 Military Veterans benefited from this exercise and now the department has a disease profile of those assessed. Subsequent to the assessment, 925 Military Veterans received informative health education on the common chronic condition identified. This exercise also provided a basis for informed future planning on healthcare resources. The Department issued 4 583 healthcare cards to Military Veterans to allow them ease of access to free healthcare services at our healthcare services partners.

Subsidization or provisioning of public transport

19 000 Military Veterans are targeted to receive access to public transport support during the MTSF period. There has been a slow progression towards cooperative governance in the provision of this Benefit. The DMV is to intensify effort in this regard in the current fiscal year.

Housing

The Department has signed Memoranda of Understanding and SLAs with Department of Human Settlements and Provincial Human Settlements Departments respectively. Service Level Agreements have been signed with the North West, KZN, Mpumalanga, Gauteng, Limpopo and Free State provincial governments and transfer of funds was made for construction of Military Veterans houses for financial years of 2013/14 -2014/15 financial years.

Service Level Agreements (SLAs) with Northern Cape, Western Cape and Eastern Cape are currently in progress. The Housing Subsidy System (HSS) in the Department of Human Settlements has been adjusted to accommodate the DMV housing means test. This resolved one of the two key barriers in the provision of housing for Military Veterans.

Burial Support

A Burial Support Policy has been in place since November 2011. During the financial year 2013/14 the Department gazetted Regulations that saw an increase in the burial support from R10 000 to R25 000.

Priority 5: Promote empowerment programmes for and of Military Veterans:

The Department signed Memoranda of Understanding for the provision of employment opportunities for Military Veterans and these have been concluded with the following State Departments:

- Department of Water Affairs and Sanitation
- Department of Rural Development and Land Reform
- Department of Agriculture, Forestry and Fisheries

The medium term will be characterized by initiatives that will be aggressively pursued to embrace widening of access to economic participation to Military Veterans.

The initiatives will entail:

- ✓ Utilisation of preferential procurement mechanism with the DMV and other social partners
- ✓ Facilitation of employment placement
- ✓ Facilitation of or advise on business opportunities

Priority 6: Promotion of Military Veterans' heritage as well as memorialisation and honouring:

In response to the need to recognise and entrench the restoration of dignity and appreciation of Military Veterans to our freedom and nation building, the period under review will see honouring of Military Veterans in medals parades.

Further, honouring and memorialisation of fallen heroes and heroines, the site identification and proposed cost design has, in partnership with the National Department of Public Works been developed for presentation to Cabinet.

The medium term will entail development of Military Veterans' facilities that include but not limited to conceptualisation electronic library, fit-for purpose resource centre, Military Veterans Villages.

Priority 7: Maintain the credibility and security of the national military veteran database

In recognition of the reality that socio-economic benefits are delivered through other organs of state, the Department has in performing its coordination role, through appropriate legal instruments, partnered with SITA, an organ of state mandated to provide secure, effective and efficient systems across government, including transversal systems to enable the most portable mechanism for accessing benefits. During the period under review a migration of the military database has occurred from Directorate Military Veterans Affairs of DOD to DMV. A Database analysis to determine gaps in relation to legislative mandate of the Department was done.

Currently the Department is implementing the Verification process in partnership with DOD, SANMVA and other MV Organisations. 374 Military Veterans have been interviewed and 211 of these Military Veterans were recommended to be included in the DMV database. Update of personal files in the National Military Veterans Database is also integrated in the verification process.

Technical cooperation agreements have been reached with StatsSA and SITA respectively. The following still needs to be prioritised.

- 100% credibility of the database by the end of MTSF period
- Database security
- Framework for Smooth Transition from Active Service to Civilian Life

- Framework for Dispute Resolution
- Database Management Policy

Priority 8: Implementation of a high impact communication and marketing strategy and plan

From 2010, the Department embarked on various platforms to create visibility of Military Veterans mandate. These included partnership with the DOD, which celebrated 16 December commemoration. Further in partnership with CGIS, a draft communication strategy and plan was developed which saw the commemoration of the fifty years Anniversary of the formation of Umkhonto Wesizwe on 16 December 2011.

The Mandate's public participation programme entailed the engagement of the Ministry with interim SANMVA, Night with Military Veterans, issuing of health care cards, medal parades, handing over of Military Veterans houses in North West, as well as road shows to create awareness about the Military Veterans service delivery programmes as well as successes made in this regard.

The aggressive implementation of the communications and marketing strategy saw intensification in the following:

- Launch of a comprehensive, Integrated website that will enable online verification of military veteran's status and the capability to apply online.
- Launch of Honour magazine that is distributed to most MV and government Departments;
- Constant media interaction on DMV progress;
- An intensified media campaign to promote the accessible national home of Military Veterans;
- Hosting of the first ever International Women's day celebration on 08 March 2014; and
- Launch of the DMV call centre (080 2323 244) to promote the accessibility of benefits to Military Veterans.

The 2009, medium term entailed the commencement of the digitisation project of Military Veterans developed by Department of Communication and the handing over of the responsibility to Department of Military Veterans. The medium term will be characterised by the massification of the digitisation of Military Veterans' campaign.

9.1.1 DMV Contribution to the National Development Plan (NDP)

According to the National Development Plan (NDP), South Africa has the potential and capacity to eliminate poverty, unemployment and reduce inequality, which requires a new approach that moves away from having citizens that solely depends on the State to provide services to the state that systematically includes the socially and economically excluded citizens who can be champions of their own development where Government will work effectively to develop their capabilities to lead the lives they desire.

The NDP further states that "*a more prosperous country that is progressively eradicating poverty and inequality will also over time, eliminate the effects of apartheid and colonial discrimination that have so scarred our society*". During the MTSF period (2015-2019), the DMV will contribute to the National Development Plan as follows:

- **Chapter 3: Economy and Employment**

The DMV will contribute to this chapter by facilitating employment opportunities for Military Veterans with the support of Government, line-function departments, private companies and state agencies. To ensure a dignified and self-sufficient military veteran community, employment, productivity and incomes are a long-term solution to reducing inequality.

By 2019, the unemployment rate in the Military Veterans' community would have been reduced by at least 5 000, which will contribute to the overall national target of reducing the unemployment rate to 6 per cent by 2030. Through the Memorandum of Agreement with the Department of Rural Development and Land Reform, various entrepreneurship opportunities for military veteran-owned business and co-operatives will be initiated in key Government initiatives such as the Integrated National Food Security Initiative and the various value chain projects such as the Poultry, Beef and Cropping Value Chains.

- **Chapter 6: An integrated and inclusive rural economy**

The DMV will contribute to this chapter by providing quality basic services to Military Veterans, particularly education, skills-development, health-care and access to public transport. The Military Veterans' empowerment and skills development programme will provide Military Veterans with the capabilities to seek economic opportunities so that they can develop and contribute to the Military Veterans' community by way of transferring skills and providing employment opportunities where necessary.

The DMV will ensure active participation by Military Veterans in Rural Development and Land Reform Programmes through ownership and a tenure system as well as in the Rural Enterprise and Industry Development Programme, which will also ensure the utilisation of Military Veterans' skills in rural development.

- **Chapter 8: Transforming Human Settlements**

One of the important benefits espoused in Section 5 of the Act is the provision of houses to Military Veterans [section 5 (1) (j)]. The provision of housing benefits to Military Veterans will prioritise the destitute Military Veterans that have not been provided for adequately.

It is anticipated that more than 19 000 Military Veterans' will have access to decent housing by 2019/20 through the Military Veterans housing programme.

- **Chapter 9: Improving Education, Training and Innovation**

The DMV will contribute to this chapter by ensuring access to training and development interventions for Military Veterans through the sector education and training authorities (SETAs), private sector companies and other government departments.

The DMV will also conduct RPL interventions to facilitate the awarding of credits for learning attained by Military Veterans and to enhance transferability of skills attained. The DMV will also provide education support to dependants of Military Veterans as part of its mandate delivery.

During the 2013/ 14 financial year, 200 dependants of Military Veterans were provided with bursaries, and 4 000 bursaries will be provided to dependants of Military Veterans by 2019/20.

- **Chapter 10: Promoting Health**

Military Veterans are in dire need of adequate healthcare and medical aid support. Through other organs of State such as the South African Military Health Service (SAMHS) and the Military Veterans Health Professional Association (MVHPA), healthcare and wellness services will be provided to Military Veterans as and when required.

- **Chapter 11: Social Protection**

The mandate of the DMV includes the tackling of inequities and vulnerabilities in the military veteran's community by providing relevant benefits and facilitating empowerment programmes that will allow Military Veterans to become economically active. In providing some of the benefits espoused in section 5 of the Act (i.e. compensation to Military Veterans who sustained disabling injuries or severe psychological and neuro-psychiatric trauma or who suffer from a terminal disease resulting from their participation in military activities, education, training and skills development, facilitation of employment placement, facilitation of or advice on business opportunities, subsidisation or provisioning of public transport, pension), the DMV will contribute to Chapter 11 of the NDP.

- **Chapter 13: Building a Capable State**

The DMV is working towards being an employer of choice by ensuring that recruitment for both the top management and junior staff level is based on experience and expertise that will be necessary for the future public service. This will enable the DMV to attract highly skilled people who will drive the delivery of the mandate of the department efficiently and effectively.

The Department will also ensure that, through the Graduate Recruitment Programme, young graduates are provided with workplace skills so that they can be able to form part of the team that will ensure the implementation of the DMV's mandate in the future. Policies have been developed to realise these objectives, including the departmental recruitment policy as well as the interns' policy.

- **Chapter 14: Promoting Accountability and Fighting Corruption**

The DMV will ensure that procurement processes are transparent and in line with Government legislation. Leadership will be taken as an essential part of service delivery.

The approved DMV anti-fraud policy will assist in fighting corruption and promoting accountability. The Department will endeavour to implement the requisite disclosures and declaration of interests required by relevant legislation.

- **Chapter 15: Transformative society and uniting the country**

The work done by the DMV in correcting the wrongs of the past through the provision of socio-economic and empowerment support to Military Veterans will ensure that Military Veterans who have not been able to participate economically due to their conditions are given an opportunity to do so. This will ensure that they are not discriminated against due to the disadvantages and injustices they carry because of the past.

Furthermore, the DMV recruitment policy promotes employment equity, non-sexism and non-racialism.

9.1.2 Management Performance Assessment Tool (MPAT) Improvement Plan

In an attempt to improve, institutionalise and deepen governance in all organs of State, the Department of Performance Monitoring and Evaluation (DPME), has introduced assessment of management practices in all Government departments that are important in achieving an organisation's outcomes and outputs.

The DMV will continually utilise MPAT as a tool that provides visibility on the weak areas that the department need to focus on in terms of management practices and governance.

The DMV will strive to ensure that by 2019 the moderated assessments for all MPAT standards are at level 4.

9.1.3 DMV contribution to the Implementation Plan of the Forum for South African Director-Generals (FOSAD)

During the MTSF Period (2015-2019) the Department has committed to focus on the achievement of targets set by FOSAD.

The following priorities set out by FOSAD will be implemented and monitored by the Department as required:

- Ensure that the performance agreement of the Accounting Officer is signed by the Executive Authority and submitted to the Office of the Public Service Commission (OPSC).
- Develop, approve, effectively implement and monitor the Service Delivery and Improvement Plan for the Department and submit to the Department of Public Service and Administration (DPSA) on time.
- Ensure that feedback is provided on all cases from the National Anti-corruption Hotline and all cases are concluded within the stipulated period determined by OPSC.
- Improve the current status of obtaining unqualified audit outcome with no matters.
- Ensure that all financial disclosures of senior managers are concluded and copies are filed with OPSC.
- Ensure that cases from the Presidential Hotline are resolved.
- Submit the exception reports on 30-day payment to suppliers to National Treasury according to the Instruction Note issued in November 2011.

9.1.4 DMV Contribution to the Medium-Term Strategic Framework (MTSF)

The table below provides the linkage between the MTSF outcomes¹ that the DMV contribute to, National Development Plan and the Executive Authority (EA) Priorities for the five year period (2015-2019).

National Development Plan	Government Outcome	Sub-Outcomes	DMV Contribution linked to Executive Authority's Priorities
<p>Chapter 13: Building a capable and developmental state</p> <ul style="list-style-type: none"> - Strengthen delegation, accountability and oversight 	<p>Outcome 12 - An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>	<ul style="list-style-type: none"> - A public service that is a career of choice - Efficient and effective management and operations systems - Procurement systems that deliver value for money - Improved interdepartmental coordination - Reduced corruption in the public service - Sufficient technical and specialist professional skills 	<p>Priority 1: Ensuring a fully functional Department of Military Veterans with an independent vote, systems and processes</p>
<p>Chapter 13: Building a capable and developmental state</p> <ul style="list-style-type: none"> - Strengthen delegation, accountability and oversight <p>Chapter 14: Promoting accountability and fighting corruption</p>	<p>Outcome 12 - An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship</p>	<ul style="list-style-type: none"> - Efficient and effective management and operations systems - Procurement systems that deliver value for money - Improved interdepartmental coordination - Reduced corruption in the public service 	<p>Priority 2: Strengthening governance and oversight protocols to give effect to the provisions of the Act</p> <p>The Act established the governance structures and institutions to provide advice to the executive authority on the delivery of services to Military Veterans</p> <ul style="list-style-type: none"> - SANMVA - Advisory Board - Appeals Board - Audit Committee

¹ The MTSF outcomes referred to herein are still in a draft format. Amendments will be made as the process of approving the 2014 MTSF unfolds.

National Development Plan	Government Outcome	Sub-Outcomes	DMV Contribution linked to Executive Authority's Priorities
<p>Chapter 6: An integrated and inclusive rural economy: human capital, social security, food security and basic services</p> <ul style="list-style-type: none"> • Special nutritional services may be required for households with a shortage of able-bodied persons, child-headed households or those with chronically ill or elderly members. 	<p>Outcome 7- Vibrant, equitable and sustainable rural communities with food security for all</p>	<ul style="list-style-type: none"> - Reduction in the percentage of households vulnerable to hunger - improved food security 	<p>Priority 3: Provision of immediate social relief of distress to the most vulnerable of the Military Veterans: In acknowledging the reality that there are destitute Military Veterans, there is a need to identify those that reside within this category and devise interventions to deliver immediate relief. The financial year will endeavour to provide the deserving members with hope.</p>
<p>Chapter 10: Promoting health</p> <p>Chapter 9: Improving education, training and innovation</p> <p>Chapter 3: Economy and employment</p>	<p>Outcome 1- Quality basic education</p> <p>Outcome 2 – A Long and healthy life for all South Africans</p> <p>Outcome 4 – Employment through inclusive growth</p> <p>Outcome 5 – A skilled and capable workforce to support an inclusive growth path</p>	<ul style="list-style-type: none"> - Improved equity in access and quality of outcomes - Strengthened vocational and continuing education and training - Prevent and reduce the disease burden and promote health - Social determinants of health addressed - Expanded employment in Agriculture - Workers' education and skills increasingly meet economic needs - Reduced workplace conflict and improved collaboration between government, organised business and organised labour. - Public employment schemes 	<p>Priority 4: To provide comprehensive support services to Military Veterans and where applicable, to their dependants:</p> <ul style="list-style-type: none"> •Acquiring a Healthcare and Wellness Centre •Access to health support •Honouring and memorialising Military Veterans •Education, training and skills development •Facilitation of employment placement •Facilitation of or advice on business opportunities

National Development Plan	Government Outcome	Sub-Outcomes	DMV Contribution linked to Executive Authority's Priorities
<p>Chapter 6: Integrated and inclusive rural economies: Human Capital, social security, food security and basic services.</p> <p>Chapter 8: Transforming human settlement and the national space economy</p> <p>Chapter 15: Transforming society and uniting the country: Promoting social cohesion across society and righting the wrong of the past</p> <p>Chapter 15: Transforming society and uniting the country: Promoting social cohesion across society and righting the wrongs of the past</p>	<p>Outcome 7- Vibrant, equitable and sustainable rural communities with food security for all</p> <p>Outcome 8 – Sustainable Human Settlements and improved quality of life</p>	<p>provide short-term relief for the unemployed and build community solidarity and agency</p> <p>Adequate housing and improved quality living environments</p>	<p>Subsidisation or provision of public transport</p> <ul style="list-style-type: none"> - Housing - Burial support - Pension
<p>Chapter 15: Transforming society and uniting the country: Promoting social cohesion across society and righting the wrongs of the past</p>	<p>Outcome 4 – Employment through inclusive growth</p> <p>Outcome 5 – A skilled and capable workforce to support an inclusive growth path</p>	<ul style="list-style-type: none"> - Improved equity in access and quality of outcomes - Strengthened vocational and continuing education and training - Expanded employment in Agriculture - Workers' education and skills increasingly meet economic needs - Reduced workplace conflict and improved collaboration between government, organised business and organised labour. - Public employment schemes provide short-term relief for the unemployed and build community solidarity and agency 	<p>Priority 5: Promote empowerment programmes for and of Military Veterans</p> <ul style="list-style-type: none"> - The MTSF period will be characterised by initiatives that will be pursued aggressively to embrace widening of access to economic participation to Military Veterans. The initiatives will entail: <ul style="list-style-type: none"> - utilisation of preferential procurement mechanism with the DMV and other social partners.

National Development Plan	Government Outcome	Sub-Outcomes	DMV Contribution linked to Executive Authority's Priorities
<p>Chapter 15: Transforming society and uniting the country: Promoting social cohesion across society and righting the wrong of the past</p>	<p>Outcome 14 - Nation building and social cohesion</p>	<p>Sub-outcome 2: Equal opportunities, inclusion and redress Sub-outcome 3: Promoting active citizenry and leadership</p>	<p>Empowerment of Military Veterans to Enhance Their Contribution to Reconciliation and Nation Building</p> <ul style="list-style-type: none"> - Programmes to enhance Military Veterans' participation in the nation's economic mainstream will be implemented. To this end, programmes will be negotiated for inclusion of Military Veterans in Government's socio-economic development programmes, which include but are not limited to rural and infrastructure development programmes. - In addition, opportunities that provide for the utilisation of Military Veterans to deepen social cohesion and nation building will be explored. Amongst others, these will entail utilisation of Military Veterans in rural development programmes and delivering of educational programmes.
<p>Chapter 9: Improving education, training and innovation</p>	<p>Outcome 1- Quality basic education Outcome 5 – A skilled and capable workforce to support an inclusive growth path</p>	<ul style="list-style-type: none"> - Improved equity in access and quality of outcomes - Strengthened vocational and continuing education and training 	<p>Developing, confirming and deepening the skills base of Military Veterans: During the MTEF, an exploratory study to provide a skills profile of the Military Veterans will be conducted to inform the country's skills base.</p>
<p>Chapter 15: Transforming society and uniting the country: Promoting social cohesion across society and righting the wrongs of the past</p>	<p>Outcome 14 - Nation building and social cohesion</p>	<p>Sub-outcome 2: Equal opportunities, inclusion and redress Sub-outcome 3: Promoting active citizenry and leadership</p>	<p>Priority 6: Promotion of Military Veterans' heritage as well as memorialisation and honouring: Interventions to recognise and appreciate the contributions of unsung heroes and heroines of our democracy will include but not be limited to the following:</p> <ul style="list-style-type: none"> - Establishment of the "tomb of the

National Development Plan	Government Outcome	Sub-Outcomes	DMV Contribution linked to Executive Authority's Priorities
			<p>unknown soldier".</p> <ul style="list-style-type: none"> - Restoration of graves of the liberation war Military Veterans "in and outside the Republic". - Establishment of a heroes'/heroines' acre - Set up an armed struggle memorial and/or museum. - Memorialise the first volunteers of the liberation war. - The Department will develop programmes that will profile the heritage vested within Military Veterans, especially from the non-statutory forces, an area that has been neglected in the past. In addition, opportunities to interface with the Military Veterans' community in the international community will be explored. This will enable exchange and sharing of information regarding Military Veterans, with other social partners and stakeholders of Military Veterans domestically.
<p>Chapter 15: Transforming society and uniting the country: Promoting social cohesion across society and righting the wrong of the past</p>	<p>Outcome 1 - Quality basic education Outcome 2 – A Long and healthy life for all South Africans Outcome 4 – Employment through inclusive growth Outcome 5 – A skilled and capable workforce to support an inclusive growth path Outcome 7- Vibrant, equitable and sustainable rural communities with food security for all</p>	<ul style="list-style-type: none"> - Efficient management and operations systems - Improved interdepartmental coordination - Reduced corruption in the public service - Members of society have sustainable and reliable access to basic services - Local public employment programmes expanded through 	<p>Priority 7: Maintain the credibility and security of the national military veteran database</p> <p>A credible and secure national military veteran database as espoused in Section 9, is central to delivery on Section 5 of the Military Veterans Act 18 of 2011. Such a tool will enable the Department to be proactive in providing socio-economic support services to Military Veterans. A credible database also facilitates streamlining of processes for progressive implementation of Section 5 of</p>

National Development Plan	Government Outcome	Sub-Outcomes	DMV Contribution linked to Executive Authority's Priorities
	<p>Outcome 9 - Responsive, accountable, effective and efficient developmental local government system</p> <p>Outcome 12 - An effective, efficient and development-oriented public service</p> <p>Outcome 14 - Nation building and social cohesion</p>	<p>the Community Work Programme</p>	<p>the Act.</p>
<p>Chapter 14: Promoting accountability and fighting corruption</p> <p>Chapter 15: Transforming society and uniting the country: Promoting social cohesion across society and righting the wrong of the past</p>	<p>Outcome 12 - An effective, efficient and development-oriented public service</p>	<ul style="list-style-type: none"> - Efficient and effective management and operations systems - Improved interdepartmental coordination - Reduced corruption in the public service 	<p>Priority 8: Implementation of a high impact communication and marketing strategy and plan:</p> <p>To profile the image of Military Veterans and communicate the developments regarding the delivery in terms of the Military Veterans Act 18 of 2011.</p>

9.2 Organisational Environment

In recognition of the reality that the DMV has to deliver on its mandate, it is important that the Department is capacitated adequately. The Defence and Military Veterans Vote 19, through the Estimates of National Expenditure (ENE) 2014, presented the commitment to realise human capital of one hundred and thirty five (135) to service the footprint of the Military Veterans mandate during the 2014 financial year.

Amongst others, the mandate of the Departments is to enable Military Veterans to progress to self-reliance through monitoring and evaluation of targeted programmes. The current structure does not recognise this high-level reality that informs the legislative mandate of the Department, as the Department is required to develop norms and standards that enable monitoring of the various delivery mechanisms that will be implemented through other organs of State.

To ensure that the DMV delivers effectively on its mandate, it is important that a fit-for-purpose monitoring and evaluation capability, which is currently non-existent, be developed.

In embracing the National Evaluation Framework and Policy, the Department will ensure continuous evaluation of major service delivery and administrative programmes, which will improve design features of the Department and evaluate implementation to reconfigure the nature and magnitude of inputs that will be required to realise the activities that define the output deliverables.

The Organizational Structure of the DMV as approved in 2010 is depicted in Figure 1 below.

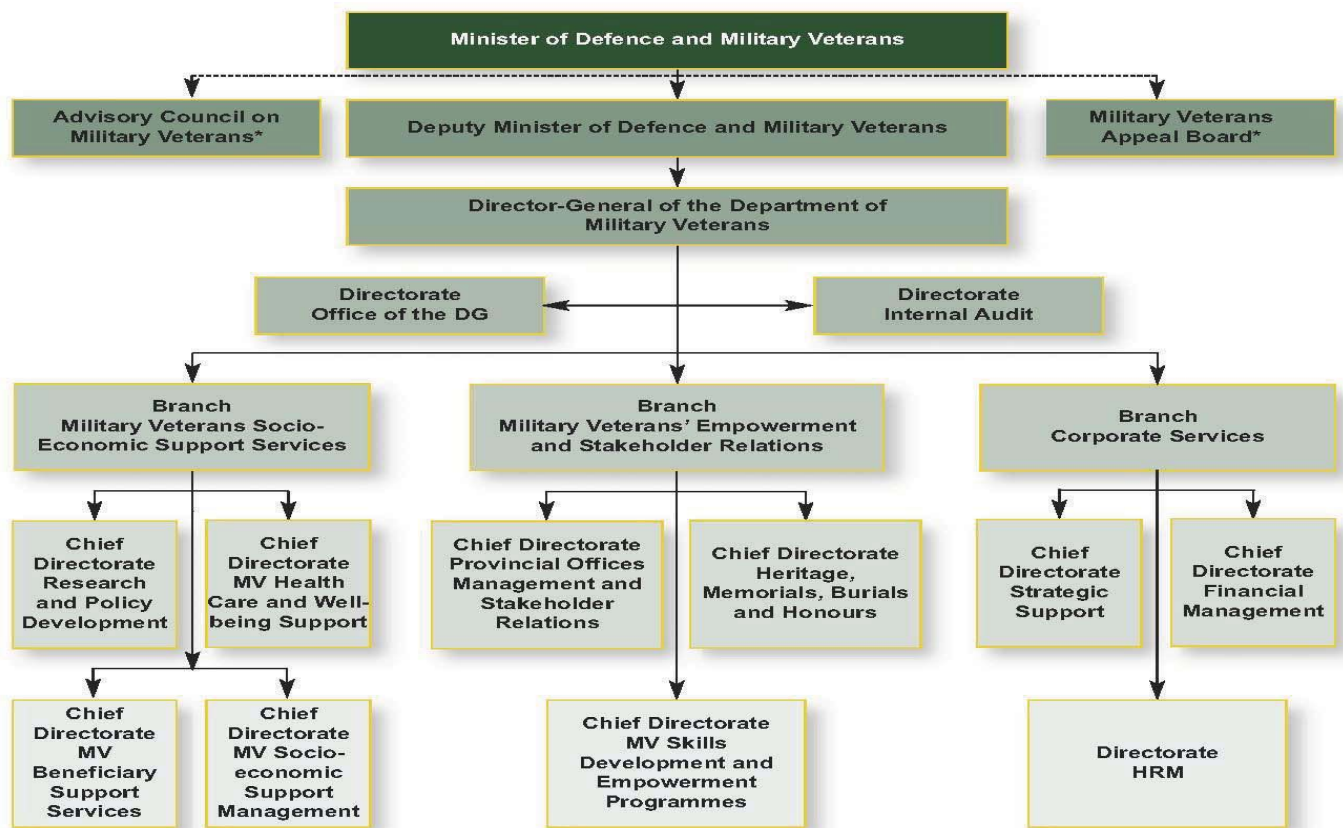


Figure 1: DMV approved Organisational Structure

9.3 Description of the strategic planning process

DMV follows National Treasury’s planning and budgeting guidelines. Over and above that, DMV conducts a strategic planning workshop on an annual basis, where performance information is reviewed and planning for the next medium-term expenditure period takes place. This takes place during the Estimates of National Expenditure (ENE) process to ensure proper alignment of DMV’s policy priorities/programmes to the budget process.

The Strategic Planning process takes into consideration the following:

- The Medium Term Strategic Framework (MTSF), fourteen (14) Sector Outcomes;
- The Minister’s performance agreement with the President;
- Strategic priorities from the Executive Authority (EA);
- Cabinet Lekgotla directives;
- National Development Plan from the National Planning Commission; and
- The Medium Term Budget Policy Statement of the Minister of Finance.

National Treasury has released a Framework for Strategic Plans and Annual Performance Plans. The Annual Performance Plan is aligned to the Strategic Plan and the budget of DMV.

The establishment of the National Planning Commission and the institutionalisation of the Department of Monitoring and Evaluation (DPME) in the Presidency are assisting the planning, monitoring and evaluation functions. Planning as well as monitoring and evaluation are catalysts in the delivery of government services.

The Department of Military Veterans strategic planning process has matured over the MTSF period into a detailed DMV Strategic Planning, Strategic Budgeting and Monitoring and Evaluation Cycle that is provided herein as Annexure A. The Basic Strategic planning process that the Department has and will continue following for MTSF (2015- 2019) Period is depicted in figure 2 below:

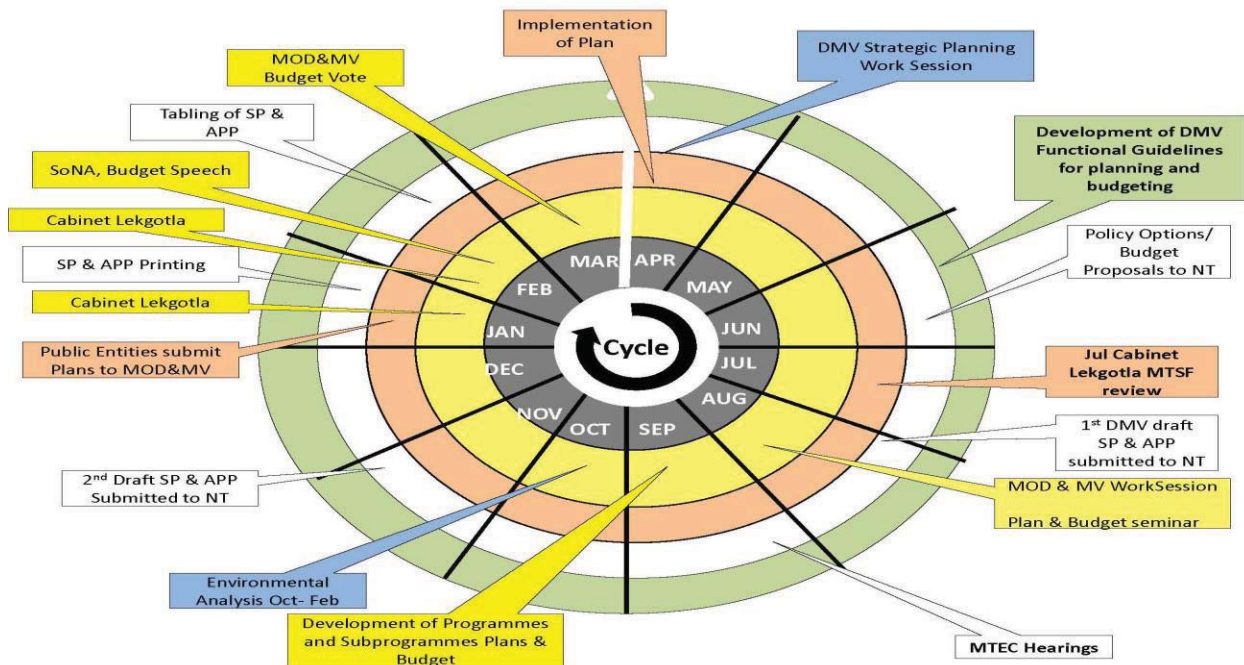


Figure 2: Department of Military Veterans Strategic Planning Process

10. DMV Strategic Outcome-oriented Goals

Strategic Goals:

The department's strategic goals over the MTSF period (2015- 2019) are as follows:

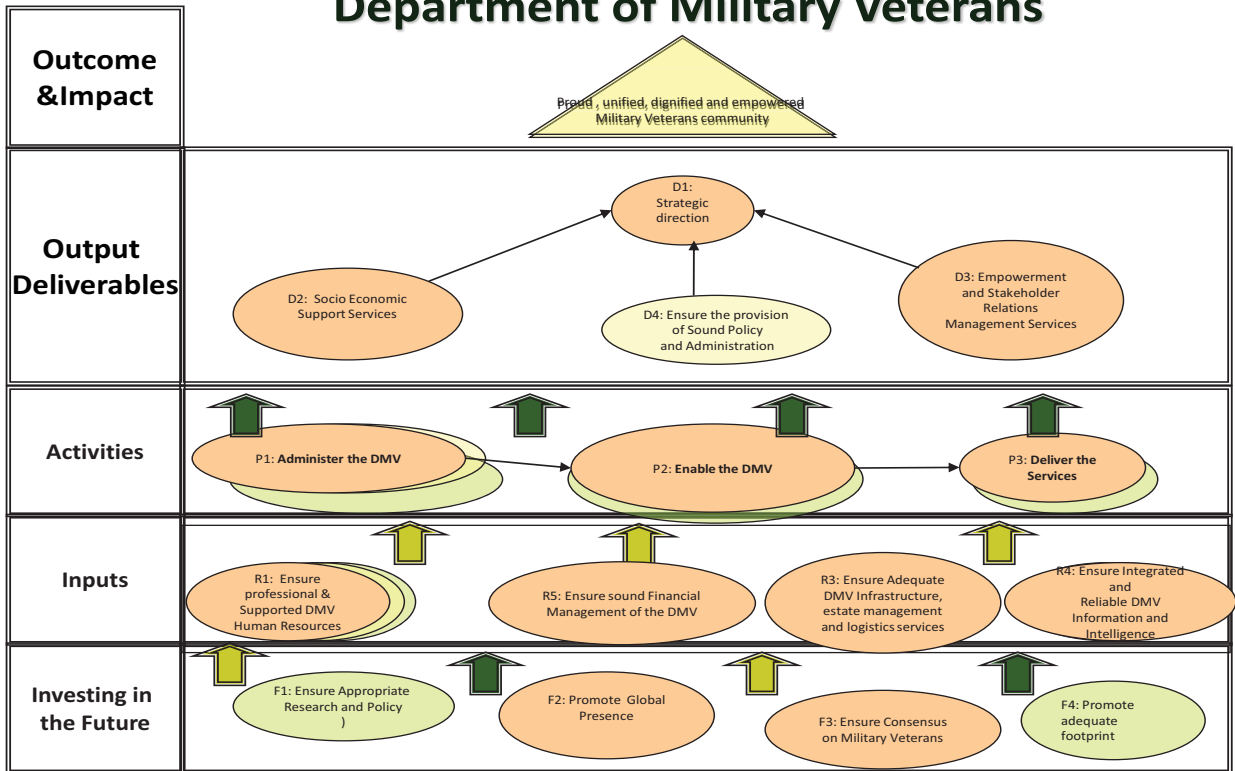
Table 1: DMV Strategic Outcome-Oriented Goals

Strategic Oriented Outcome Goal 1	Provide Efficient, Effective and Excellent Administrative Support
Goal Statement	To ensure achievement of efficient and effective management and operations to improve interdepartmental coordination
Strategic Oriented Outcome Goal 2	Improved and sustainable socio-economic status of military veterans
Goal Statement	To ensure that Military veterans are provided with comprehensive support services.
Strategic Oriented Outcome Goal 3	Empowered and Self –sufficient Military Veterans.
Goal Statement	To embrace widening of access to economic participation by Military Veterans

To deepen an outcome-based approach to planning, the mandate of the DMV is depicted by means of a strategy map. This approach provides for evaluation of the internal, external and allocative efficiency of each output as well as the budget programme.

This organisational framework provides for various types of evaluation that link inputs to activities, outputs, outcomes and impacts, which is also used in the Framework for Managing Programme Performance Information as well as the National Evaluation Policy Framework as approved by Cabinet on 17 November 2011, whose tenets are depicted in the diagram provided below:

Department of Military Veterans



Version 1

Figure 3: DMV Strategy Map

PART B: STRATEGIC OBJECTIVES

11. DMV Outcome

The ultimate outcome and impact of the DMV is the realization of “a dignified, unified, empowered and self-sufficient military veterans` community”.

Departmental Outcome

“A Dignified, Unified, Empowered and Self-sufficient Military Veterans` Community”.

The outcome statement:

Co-ordinated and facilitated activities to provide coherent assistance to military veterans.

The achievement of the outcome will contribute directly to the legislative mandate of the DMV and indirectly to among others, the following Outcomes:

Outcome 2- A Long and healthy life for all South Africans

Outcome 5- A skilled and capable workforce to support an inclusive growth path

Outcome 7- Vibrant, equitable, sustainable rural communities contributing towards food security for all

Outcome 8- Sustainable Human Settlements and improved quality of life

Outcome 12- An effective, efficient and development-oriented public service

Outcome 14 - Nation Building and Social Cohesion

Strategic Objectives

Programme 1: Administration

Strategic objective 1.1: Strengthen structures, systems, policies, processes and procedures.

Programme 2: Socio-Economic Support

Strategic objective 2.1: Ensure establishment of a secured National Military Veterans Database and smooth transition of military service men/ women to civilian life

Strategic objective 2.2: Provide a comprehensive delivery system of benefits and services of Military Veterans.

Programme 3: Empowerment and Stakeholder Management

Strategic objective 3.1: Contribute toward reconciliation and nation building.

Strategic objective 3.2: Improve the quality of life for Military veterans and that of their dependants.

Strategic objective 3.3: Recognise and honour Military Veterans in life and memorialise them in death for their sacrifices on behalf of the nation.

12. DMV outputs

The above strategic objectives are translated into the following DMV outputs:

Output 1: DMV Direction - Administration

Output 2: Socio-Economic Support

Output 3: Empowerment and Stakeholder Management

13. DMV Activities

Activities that will be executed within the DMV Value Chain are to Administer and Enable the DMV as a whole. The realisation of the DMV outputs will emerge through the achievement of the activities which is related directly to the Administration Programme of the Department of Military Veterans current Budget Programme Structure.

- To ensure the provision of comprehensive delivery strategy and policy to Military Veterans in coordination and collaboration with other stakeholders in and outside government,
- To provide Corporate Support Services in the DMV,
- To provide executive and administrative support services to the Executive Authority,
- To ensure efficient systems and processes for monitoring and evaluation
- To ensure provision of risk, governance frameworks and risk management services in the DMV,
- To ensure the provision of accountable strategic budgeting systems, processes and services for the DMV,
- To ensure that the affairs of the DMV are audited,
- To ensure the information management services in the DMV,
- To ensure the provision of Legal frameworks and advice in the DMV.
- To ensure the revision of the Military Veterans Act 18 of 2011 and Military Veterans Benefits Regulations (MVBRs)

14. DMV inputs

The inputs of the DMV are as follows:

- Human Resource;
- Financial Resources;
- Information Systems; and
- Infrastructure.

15. Building for the future

Investing in the future will be sustained by:

- Ensuring appropriate research and policy;
- Promoting a global presence; and
- Ensuring consensus on Military Veterans.

16. OVERVIEW OF DMV BUDGET PROGRAMMES

To enable strategic budgeting, the Military Veterans mandate as gleaned from the outputs of the strategy map has been translated into three (3) budget programmes. The programmes are linked with the organisational structure of the department and are outlined below:

16.1 PROGRAMME 1: ADMINISTRATION

Programme Purpose

Purpose: Provide management and strategic administrative support to the Ministry, and overall management of the Department.

The Administration programme is divided into six sub-programmes which oversee different aspects of administrative issues in the department. The sub-programmes that falls within this programme are described below:

16.1.1 Sub-programmes:

Management: The sub-programme aims at providing departmental direction to ensure effective management of the DMV

Corporate Services - Render corporate support services in the Department of Military Veterans (DMV)

Financial Administration - Provide a cost-effective financial management services to the DMV within the evolving regulatory frameworks by means of a professional and representative financial management system.

Internal Audit - Provides internal audit and risk management services to the DMV by managing and conducting compliance audit services.

Strategic Planning, Policy Development, Monitoring and Evaluation - Develop an equitable and sound environment for promoting Military Veterans' interests through continuous research processes, Strategy development, Strategic forecast, Strategic Planning instruments, effective Monitoring and Evaluation, and the provision of information on managing Military Veterans based on international standards.

Office Accommodation - Manages the payment of accommodated charges, leases and municipal services as a direct result of the devolution of a portion of the national Department of Public Works' budget to national departments.

16.1.2 Strategic Oriented-Outcome Goal

Provide Efficient, Effective and Excellent Administrative Support.

Strategic Objective

Table 2: Programme 1: Administration- Strategic Objective

Strategic objective 1.1	Strengthen structures, systems, policies, processes and procedures
Objective statement	Ensure that there are proper structures, systems, processes and procedures to provide effective and efficient Human Resources Management, ICT services, Financial Management, Legal Services, Plans and Reports and other related services to improve inter departmental coordination.

Baseline	<ul style="list-style-type: none"> ○ Implementation of the DMV communications and marketing strategy has commenced. ○ Although the DMV M&E capacity does not match the needs, the department has started to focus on the evaluation of service delivery programmes. ○ Critical administrative policies have been approved including the recruitment policy. ○ 123 funded posts have been filled².
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16.1.3. Resource consideration

During the 2014/15 financial year the Administration Branch’s budget was R178 million inclusive of Infrastructure and Office Accommodation. For the medium term the Programme’s budgetary requirement will decrease from R157M in 2015/16 to R151M in 2017/18.

Currently the Branch has a staff establishment of 104 officials. In order to execute the identified priorities over the next 5 years, the additional staff requirements will be required and presently 80 posts have been filled.

16.1.4 Risk Management

The DMV is guided by the Public Sector Risk Management Framework 2008, which aims to support institutions to improve and sustain their performance by enhancing their systems of risk management.

The MTSF period will see the strengthening of the risk management capability of the Department, with the aim of separating it from the internal audit function. This will enable the internal audit to exercise the independence and adjudication process as part of quality assurance.

Risk	Risk Description	Mitigation Strategy
Adequately skilled and dependable human capital.	Adequately skilled refers to a skill that is good enough, although not necessarily the most or the best; sufficient.	Recruitment process to be strengthened to solicit requisite competencies. (Recruitment policies to be in place, vetting/ screening of employees, continuous training & development).
Delays to implement DMV ICT network and infrastructure capabilities as outlined in the approved SLA with SITA	DMV has signed legal instruments as required by government regulations with SITA to implement the ICT network and infrastructure capabilities	Preparations are underway to implement the ICT network and infrastructure. This will be implemented during the 2014/15 financial year.

² Data as at 31 March 2014

16.2 PROGRAMME 2: SOCIO-ECONOMIC SUPPORT

Purpose: Develop and monitor the implementation of legislation, policy frameworks and service delivery cooperation agreements on compensation for injury in military service, counselling, education, healthcare, public transport, pension and housing benefits to Military Veterans eligible for such support.

16.2.1 Sub-programmes:

Database and benefits management - Manage the national military veteran database and establish systems for smooth and seamless transition of servicemen and women from active military service to civilian life, ensure the integrity and security of updated information on the National Military Veterans database.

Healthcare and well-being support - Develop and implement healthcare and well-being frameworks for Military Veterans and establish healthcare and well-being partnerships.

Socio-Economic Support Management - Develop and implement legislative and policy frameworks, protocols and systems, and establish partnerships to advance access by eligible Military Veterans and dependants to legislated benefits pertaining to social development services.

16.2.2 Strategic Oriented-Outcome Goal

Improved and sustainable socio-economic status of military veterans

Strategic Objectives

Table 3: Programme 2: Socio- Economic Support (SES) - Strategic Objectives

Strategic objective 2.1	Ensure establishment of a secured National Military Veterans Database and smooth transition of military service men/ women to civilian life
Objective statement	The transition of Military Veterans will be accomplished by verifying and capturing new Military Veterans in a secured database. The Department aims to have verified and captured 100% military veterans by 2019/20.
Baseline	A total of 130 new names have been added to the database ³ which amount to 40% of military veterans captured.
Strategic objective 2.2	Provide a comprehensive delivery system of benefits and services of Military Veterans
Objective statement	To provide comprehensive support services to Military Veterans to ensure that by 2019/20: <ul style="list-style-type: none"> ○ 19 000 eligible Military Veterans have decent housing ○ 50 000 Military Veterans have access to healthcare services; ○ 4 000 eligible Military Veterans and dependants across the country are provided with continued education support in the medium term. ○ 19 000 Military Veterans have access to public transport;

³ Data as at 31 March 2014

Baseline	<ul style="list-style-type: none"> ○ Two⁴ (2) Military Veterans have been provided with decent houses ○ 4 719⁵ Military Veterans are now accessing health care support. ○ 200⁶ Military Veterans and dependents have received educational support through bursaries.
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16.2.3 Resource Consideration

To effectively deliver on the benefits as mandated by the MVA 18 of 2011, sec 5 it is imperative that necessary enough resources are provided for the good of the military veterans.

During the 2014/15 financial year the SES Branch's budget was at R168M. Over the MTEF period the Programme's budgetary requirement will increase from R266M in 2015/16 to R308M in 2017/18 in order to actualize the priorities planned.

Currently the Branch has a staff establishment of 20 officials which have been successfully filled for the execution of the different tasks.

16.2.4 Risk management

The DMV is guided by the Public Sector Risk Management Framework 2008, which aims to support institutions to improve and sustain their performance by enhancing their systems of risk management.

The MTSF period will see the strengthening of the risk management capability of the Department, with the aim of separating it from the internal audit function. This will enable the internal audit to exercise the independence and adjudication process as part of quality assurance.

Risk	Risk description	Risk mitigation
Inability to integrate data	Manual processing of database information will always lead to data dis-integrated data.	Through SITA, ICT has outsourced high-technical engineers to clean-up the data and build strong security protocols and integrity standards. Resources have already started with the project.
Service delivery	Dependence on the other departments to roll out service delivery benefits	<ul style="list-style-type: none"> • Developing and monitoring of the implementation of SLAs and (MOUs) • Strengthening of monitoring and evaluation capability and requisite evaluation protocols.
Benefits disparities	Inadequate resource allocation towards Military Veterans	Solicit Executive Authority's intervention to encourage Parliament to provide adequate resources to service the mandate.
Inaccurate resources allocation	Resource allocation for military veterans	Soliciting National Treasury intervention and support to provide adequate funding.

⁴ Data as at 31 March 2014

⁵ Data as at 31 March 2014

⁶ Data as at 31 March 2014

16.3. PROGRAMME 3: EMPOWERMENT AND STAKEHOLDER MANAGEMENT

Purpose: Manage and facilitate the implementation of Military Veteran empowerment and stakeholder management programmes.

16.3.1 Sub-programmes

Provincial Offices and Stakeholder Relations - Facilitate and coordinate military veteran stakeholder institutions and provide administrative support to secure stakeholders from both public and private institutions willing to contribute towards the well-being of Military Veterans.

Empowerment and Skills Development - Provide reskilling programmes and related activities to ensure that Military Veterans contribute positively to mainstream economic activities.

Heritage, Memorials, Burials and Honours - Provide services to honour the contributions made by Military Veterans and ensure that their memoirs are adequately secured, articulated in a dignified manner and captured in historical texts.

16.3.2 Strategic Oriented-Outcome Goal

Empowered and Self-sufficient Military Veterans.

Strategic Objectives

Table 4: Programme 3: Empowerment and Stakeholder Management (ESM) - Strategic Objectives

Strategic objective 3.1	Contribute toward reconciliation and nation building
Objective statement	Forming partnerships with private sector companies and other organs of State and establishing strategic initiative at national, continental and international levels to ensure empowerment of military veterans
Strategic objective 3.2	Improve the quality of life for Military veterans and that of their dependants
Objective statement	Ensuring through service providers accredited to deliver skills development programmes by the South African Qualifications Authority, and the Defence Works Training School, that a significant 20 000 Military Veterans have access to relevant training and skills development interventions as well as 200 cooperatives by 2019/20.
Baseline	<ul style="list-style-type: none"> ○ 1 270⁷ Military Veterans have accessed relevant training and skills development ○ 10,9%⁸ reduction in the level of unemployment among NSF Military Veterans per year
Strategic objective 3.3	Recognise and honour Military Veterans in life ad memorialise them in death for their sacrifices on behalf of the nation
Objective statement	Ensuring that Military Veterans are recognised and appreciated for the contributions they made for the democracy through erection of 12

⁷ Data as at 31 March 2014

⁸ Data as at 31 March 2014

	memorial sites.
Baseline	NIL

16.3.3 Resource Consideration

Over the MTEF period the expenditure of the ESM Branch is expected to increase from R158M in 2015/16 to R171M in 2017/18 for the empowerment of Military Veterans in order to reskill and skill them for job opportunities as required in the NDP mandate.

Currently the Branch has a staff establishment of 45 officials. In order to execute the identified priorities over the next 5 years, the additional staff requirements will be required as 27 posts have been filled thus far.

16.3.4 Risk management

The DMV is guided by the Public Sector Risk Management Framework 2008, which aims to support institutions to improve and sustain their performance by enhancing their systems of risk management.

The MTSF period will see the strengthening of the risk management capability of the Department, with the aim of separating it from the internal audit function. This will enable the internal audit to exercise the independence and adjudication process as part of quality assurance.

Risk	Risk description	Risk mitigation
Poor accessibility	Military veterans who reside in deep rural areas and cannot to register on the database.	Conduct database clean-up campaign (provision of essential skills to fast-track the database clean-up).
Service delivery	Dependence on the other departments to roll out service delivery benefits	<ul style="list-style-type: none"> • Developing and monitoring of the implementation of SLAs and (MOUs). • Strengthening of monitoring and evaluation capability and requisite evaluation protocols.

Table 5: Department of Military Veterans' Risks Management

ID	Strategic Objectives	Minister's Strategic Priorities	Primary Owner	Risk condition (Threat / Source)	Impact Category	Risk Impact	Actions to Improve Management of the Risk	Action Owner
		<p>- Provision of immediate social services to relieve distress among the most vulnerable of Military Veterans (accelerate the delivery of benefits as espoused in Sec 5 of the MV Act) - Provision of comprehensive support services to Military Veterans and/or their dependants, subject to availability of</p>	Administration	<p>Insufficient funding has been identified as a possible risk that must be managed over the MTEF in order to operationalise the Department. Funds for the following are lacking:</p> <ul style="list-style-type: none"> • Rendering of military veteran socio-economic support services • Ensuring military veteran empowerment and Stakeholder management. • Rendering of a corporate services function. • Rendering of a strategic support service function. 	<p>- Inability to invoke the provisions of Section 26 of the Act.</p>	<p>Service delivery to Military Veterans compromised. Inability to roll out the benefits as espoused in the Military Veterans' Act 18 of 2011. (Inability to invoke the provisions of Section 26 of the Act)</p>	<p>Executive Authority's intervention during MTEC deliberations at cluster level.</p> <p>Solicit Executive Authority's intervention to encourage Parliament to provide adequate resources to service the mandate.</p> <p>Soliciting National Treasury intervention and support to provide adequate funding.</p>	<p>DDG: Corporate Services, Accounting Officer, CFO</p>

ID	Strategic Objectives	Minister's Strategic Priorities	Primary Owner	Risk condition (Threat / Source)	Impact Category	Risk Impact	Actions to Improve Management of the Risk	Action Owner
		resources.						
		- Provision of comprehensive support services to Military Veterans and/or their dependants, subject to availability of resources.	Administration	Adequately skilled and dependable human capital.		Failure to deliver on the strategic outcome. Inability to deliver the mandate as articulated in Section 5 of the Military Veterans Act, Act 18 of 2011	Recruitment process to be strengthened to solicit requisite competencies. (Recruitment policies to be in place, vetting/ screening of employees, continuous training & development).	DDG: Corporate Services
		Maintenance of a credible and secure national military veteran database	Socio-Economic Support (SES) and Empowerment and Stakeholder Management (ESM)	Validity, accuracy and completeness (Inability to integrate and enhance data integrity and efficiency). Data integrity, security and reliability of information and integrity of the database. Poor accessibility by rural		Service delivery compromised. Poor and delays in service delivery. - Inability to access beneficiaries timely. Inability to detect fraud and corruption. Negative publicity (image of the	Conduct database clean-up campaign (provision of essential skills to fast-track the database clean-up).	DDG: SES and ESM

ID	Strategic Objectives	Minister's Strategic Priorities	Primary Owner	Risk condition (Threat / Source)	Impact Category	Risk Impact	Actions to Improve Management of the Risk	Action Owner
				<p>areas to register Military Veterans on the database.</p>		<p>Department and the country compromised), - Poor stakeholder support. Business requirements not adequately reviewed.</p> <ul style="list-style-type: none"> - Fictitious Military Veterans might be registered and receive military veteran benefits. - Duplicate force numbers/Military Veterans. Inadequate control over registration/autho risation of Military Veterans. - Unauthorised breaches of the database. 		

ID	Strategic Objectives	Minister's Strategic Priorities	Primary Owner	Risk condition (Threat / Source)	Impact Category	Risk Impact	Actions to Improve Management of the Risk	Action Owner
SR 4	Outcomes 7&8	Provision of comprehensive support services to Military Veterans and/or their dependants, subject to availability of resources.	Socio-Economic Support (SES) and Empowerment and Stakeholder Management (ESM)	Dependency on service delivery agencies (other government departments for rolling out of service delivery benefits).		Strategic and national objectives/outcomes not achieved. Deviation from planned delivery targets.	Developing and monitoring of the implementation of service level agreements (MOU) Strengthening of monitoring and evaluation capability and requisite evaluation protocols	All Programme Heads

ID	Strategic Objectives	Minister's Strategic Priorities	Primary Owner	Risk condition (Threat / Source)	Impact Category	Risk Impact	Actions to Improve Management of the Risk	Action Owner
		<p>Strengthening DMV delivery machinery)</p> <p>Strengthening governance and oversight protocols to give effect to the provisions of the MV Act</p>	Administration	<p>Inadequate IT infrastructure (Non-adherence to IT governance):</p> <p>Delays to implement DMV ICT network and infrastructure capabilities as outlined in the approved SLA with SITA</p> <p>- Lack of internal ICT capacity (lack of resources) to support business, develop and maintain information systems and ICT infrastructure.</p> <p>- Lack of standardisation of information security measures.</p>	Service Delivery	<p>Essential capabilities and competencies to ensure service delivery.</p> <p>Unauthorised access.</p> <p>Poor segregation of duties.</p> <p>Inadequate skills of staff to ensure safeguarding of information and/or assets.</p>	<p>GITO and ICT resources are appointed and SITA will not seconding any resources to the department. DMV has signed legal instruments to facilitate ICT service delivery management. ITC Policy is approved and will be fully enforced when the network is implemented. Part of the policy is enforced where applicable.</p>	DDG: Corporate Services and Accounting Officer

PART C: LINKS TO OTHER PLANS

17. Links to the long-term infrastructure and other capital plans

In executing its mandate, as guided by the Agreement authenticated during the 2014 MTSF, between the Department of Military Veterans and the Department of Public Works (DPW), the Department will engage in several long-term projects that will profile the space occupied by Military Veterans mandate.

These relate to the infrastructure projects that flow from each of the EA priorities that give substance to section 5.1 read together with Section 9 of the Act.

A detailed User Asset Management Plan (UAMP) for the Military Veterans mandate will be developed in consultation with DPW and will give substance to the EA priorities. The projects are as provided in Table 7 below:

Table 6: DMV Long-term Infrastructure Plan

Project name	Programme	Outputs	Main Appropriation R'000	Adjusted appropriation R'000	Revised Estimates R'000	Medium-term estimates (R'000)		
						2015/16	2016/17	2017/18
New and Replacement Assets								
Development of the Head stones	Empowerment and Stakeholder Management	Head stones for military veterans graves	23 032	0	23 032	7 482	7 000	7 000
Construction of the military veterans call centre	Administration	Military veterans call centre	10 000	0	10 000	5 000	4 000	4 000
Erection of the tomb of the unknown soldier and the monument	Empowerment and Stakeholder Management	The tomb of the unknown soldier	15 000	0	15 000	7 500	6 500	0
Total new and replacement assets			48 032	0	48 032	19 982	16 500	11 000
Maintenance and Repairs								
N/A								
Upgrade and Additions								
Establishment of the Health and Well-being Centre (HWC)	Socio-Economic Support	DMV Provincial HWC	10 000	0	10 000	5 000	4 000	4 000
Total upgrade and additions			10 000	0	10 000	5 000	4 000	4 000
Rehabilitation, Renovation and Refurbishment								
Refurbishment of new national and provincial offices accommodation	Administration	Provincial and National Offices	4 000	0	4 000	3 000	2 000	2 000
Total rehabilitation, renovation and refurbishment			4 000	R0	4 000	3 000	2 000	2 000
Total for long-term infrastructure			62 032	R0	62 032	27 982	22 500	17 000

18. Conditional grants

The DMV does not have Conditional grants.

19. Public Entities

Sections 7, 9 and 19 establish the Umbrella Association for Military Veterans, Advisory Council and Military Veteran Appeal Board that are mandated to advise the executive authority on service delivery issues as these relate to Military Veterans. Invoking the aforementioned provisions will result in organs of State that report to the executive authority during the MTSF period.

Currently, only the umbrella association for Military Veterans was established at the National Conference held at Birchwood Conference Centre during the period 29 September until 01 October 2013, with the date of the establishment gazetted.

The MTSF will see the realisation of an independent umbrella association that will fulfil its fiduciary duties in line with the Act, to the benefit of all bona-fide Military Veterans.

The MTTMV Report mooted the establishment of a business vehicle to coddle the realisation of sustainable business enterprises owned by Military Veterans. To give substance to this strategic empowerment thrust, the Military Veterans Benefit Regulations (MVBRs) 2014 provide for the legal base for the existence of such entity.

20. Public-Private Partnerships (PPP)

The Department will during the 2015 MTSF Period initiate the development of a series of legal instruments to fast-track the empowerment of Military Veterans. These are at various levels of maturity.

The 2015 MTSF Period will see DMV, in line its mandate, concluding several partnerships with private sector companies to assist with empowerment programmes of Military Veterans. The DMV will follow channels prescribed by Government in creating these partnerships.

ANNEXURE A: DMV PLANNING, BUDGETING, MONITORING AND EVALUATION CYCLE

DMV Planning, Budgeting Monitoring and Evaluation Cycle												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Strategic and Annual Performance Planning	Strategic Plans (every 5 years) Align with 5 year Electoral Cycle		Issue DMV FY + 2 Planning Guidelines		Submit 1st Draft DMV FY+1 Strategic Plan to NT			Submit 2nd Draft DMV FY+1 Strategic Plan to NT		Public Engagement SP/App to DMV FY+1	Printing 5th DMV FY+1 Strategic Plan in Parliament	Present Strategic Plans: HR & Equity submission to DFSA
	Annual Reference Plans (every year)	Due Diligence of Plans for FY + 2	Issue DMV FY + 2 Planning Guidelines		Submit 1st Draft DMV FY+1 APP to NT			Submit 2nd Draft DMV FY+1 APP to NT		Submission of Agreements with Final Approved APP	Printing & Table DMV FY+1 APP in Parliament	PA's signed and submitted Annual Performance Evaluation Reports
	Work sessions	Due Diligence of Plans for FY + 2	Presentation of DMV's priorities to the COD	DMV Planning and Budgeting Seminar	Executive Authority (EA) Work session			Insight Briefing for Environmental Analysis FY + 2		Executive Authority (EA) FY + 2 Strategic Planning Work session	Executive Authority (EA) FY + 2 Strategic Planning Work session	DMV FY + 2 Strategic Planning Work sessions
	Changes to Core Performance Indicators	Proposals of Trendable Performance Indicators			Consultation with National Treasury on core Performance Indicators						Environmental Analysis Approved	
Strategic Budgeting	Annual Budget and MTEF	Propose changes to BPS			Engage MTEC w.r.t DMV's proposals	EA engages MTEC/Combud	NT issues ENE Instructions	Mof MTBPS NT issues Allocation Letters	Submit 1st draft of 2016/17 DMV ENE to NT	Submit final 2016/17 DMV ENE to NT	SONA & Budget Speech FY + 1	Table DMV 2016/17 Budget Vote
	Work sessions	NT issues MTEF Instructions			Submit DMV proposals to NT	Submit DMV's 2015/16 Adjustments Budget to NT		DMV (Quarterly Review) for FY + 1 MTEF Plans		DMV (Quarterly Review) for FY + 1 MTEF Plans		
	Financial Performance Reports	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT	Submit DMV 2015/16 EVMR within 15 days after month end to NT
		Submit 2014/15 AFS to AGSA		Submit interim Fin Statements for 1st quarter (2015/16)	Submit interim Fin Statements for 2nd quarter (2015/16)	Submit interim Fin Statements for 3rd quarter (2015/16)	Submit interim Fin Statements for 4th quarter (2014/15)	Submit interim Fin Statements for 1st quarter (2015/16)	Submit interim Fin Statements for 2nd quarter (2015/16)	Submit interim Fin Statements for 3rd quarter (2015/16)	Submit interim Fin Statements for 4th quarter (2015/16)	Submit interim Fin Statements for 1st quarter (2015/16)
Performance Monitoring, Reporting & Auditing	MTEF Programme of Action (POA)	POA Quarterly Report		July Lekgotla		POA Quarterly Report		POA End Year Report to be submitted to the Presidency	Preparation for Jan Lekgotla	January Lekgotla	Sign DA / ROA Quarterly Report	
	Monthly Financial Reports	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister	Monthly Performance Reporting to Deputy Minister
	Quarterly Performance Reports	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament	Quarterly evaluation W/ session reporting to AG, NT & Parliament
	Annual Reports	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG	Submit DMV FY - 1 Annual Report Perf to AG
Stakeholder Management/Spambou	Evaluations	Draft Diagnostic Evaluation Report developed	Draft Diagnostic Evaluation Report developed	Launch of the MPAT system and system training	Table DMV/EIP Review in Parliament	Preparation for release of MPAT Assessments	MPAT Self-assessments and submission of evidence	MPAT Moderation	Bilateral Discussion with DPM on MPAT Feedback	Communication and adjudication of MPAT verification results	Submission and monitoring of MPAT improvement plans	
	Functional Work sessions	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management	Professional Development Workshop Planning, M & E and Risk Management
	Auditing Cycle	AG issues draft management report	AG issues draft management report	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)	Final Steering Committee / Final Audit Report by AG / SCOPA Resolutions (Y-2)
		AG commences with final audit	AG commences with final audit	AG commences with final audit	AG commences with final audit	AG commences with final audit	AG commences with final audit	AG commences with final audit	AG commences with final audit	AG commences with final audit	AG commences with final audit	AG commences with final audit

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