

DEPARTMENT OF MILITARY VETERANS  
**STRATEGIC**  
**PLAN**  
2020 - 2025



*“Working Together to Improve and Sustain the Livelihoods of Military Veterans’ Community”.*



**military veterans**  
Department:  
Military Veterans  
REPUBLIC OF SOUTH AFRICA





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Military Veterans  
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Department of Military Veterans

Strategic Plan

**2020 - 2025**

**Vote 26**

RP362/2019


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## EXECUTIVE AUTHORITY STATEMENT:

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**Honourable N.N Mapisa-Nqakula**  
Department of Defence and Military  
Veterans, MP

It is an honour to present the Department of Military Veterans (DMV) Strategic Plan 2020-2025, which outlines the institutional vision, outcomes and enablers we have identified to help the Department realise its full potential, and to inspire greatness in our stakeholders.

The country is celebrating 25 years of democracy wherein Military Veterans (MVs) were at the forefront of its attainment. The DMV is a growing Department since it was formed only 8 years ago to look into the socio-economic aspects of the heroes and heroines of the struggle against apartheid. These are the people who sacrificed their youth for the benefit of many South Africans.

The Department looked at its achievements and challenges faced in the last administrations in formulating this Strategic Plan (SP) 2020-2025. The process gave us the opportunity to take stock of our achievements and failures so as to determine our future in light of the challenges that lie ahead.

The DMV Strategic Plan (2020-2025) is in line with this 6<sup>th</sup> Administration's 7 MTSF priorities and the country's National Development Plan (NDP) 2030. Many of the priorities are directly linked to the Department's benefits provided to its constituency. The Patron in Chief, Honourable President CM Ramaphosa made a clarion call for the nation to look into the state of its affairs through these priorities.

Furthermore the Patron in Chief has launched the One Government-one District Plan Service Delivery Initiative whose full implementation in the 44 Districts and 8 Metros is planned for 2020 Financial Year. The One District Plan initiative has ushered in a fertile Intergovernmental Relations Framework (IGR) platform for the coordination and facilitation of agenda through catalytic projects across all spheres of Government. An intensified response to the challenges that the majority of our Military Veterans face on a daily basis cannot be delayed.

Military Veterans' communities are still challenged with socio-economic needs and as the country's economic situation is declining so are the needs of Military Veterans. The Department's role therefore becomes that of an anchor that should develop and improve the standard of living of Military Veterans. This community is dynamic and with complex challenges that require, thoroughly thought-out strategies to respond. The recent and continuous budget cuts are not making it easier for the DMV and its implementing agents to deliver to Military Veterans.

This strategic plan demonstrates our commitment to achieving accelerated service delivery for Military Veterans and their dependants based on the DMV's improved vision for its constituency. The strategy will

be implemented through re-dedicated engagements with stakeholders, Military Veterans' communities and the public at large.

We shall continue to engage with our stakeholders in the improvement of the envisaged Amendment Bill to be inclusive of all aspects that will fully realise the vision of the Department .

This strategy will highlight the Department's new Service Delivery Model (SDM) which will be highly reliant on the IGR.

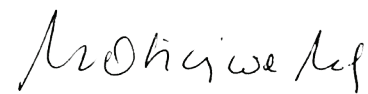
In creating and leveraging on relationships with other organs of state and private sector as a vehicle for achieving the above objectives, the Department will pursue its core purpose – to coordinate and facilitate Military Veterans' benefits, for all Military Veterans and their dependents.

The Strategy aims at reinforcing the role played by Military Veterans in the past and creating awareness of the current benefits to society in terms of addressing immediate challenges and societal needs. This will be done through honouring and memorialisation of Military Veterans.

To facilitate the delivery of our strategic goals, the Department is committed to growing a deep service culture across the service delivery branches, creating service delivery centres that will alleviate the burden of traveling to Pretoria by many Military Veterans. A great deal still needs to be done, but we have certainly laid a solid foundation.

The Strategic Plan 2020-2025 represents the collective inputs and a wide array of contributions and thoughts – from the entire DMV management and its executive authority.

I therefore urge all our partners in all spheres of government to take ownership of this Strategic Plan, and assist the Department to make a difference in the lives of our Military Veterans.



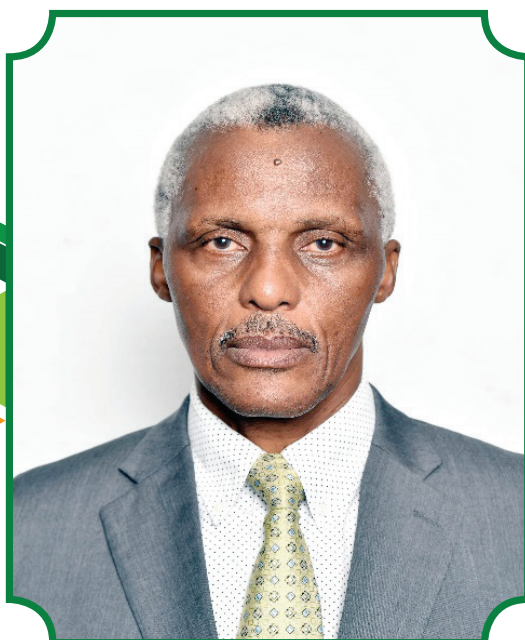
**Honourable. N.N Mapisa-Nqakula**

Executive Authority: Minister of Defence and Military Veterans, MP

Date: 17/03/2020



## ACCOUNTING OFFICER STATEMENT:



DM Mgwebi, (Lt Gen) (Ret):  
Department of Military Veterans

During the current Medium Term Strategic Framework (MTSF) Cycle, the Department will primarily focus on the coordination of policy regarding the administration of military veterans' affairs. In this regard, the *Batho Pele* (People First) principles will continue to guide the values that drive the Department's vision and mission in advancing the strategic outcomes set through the electoral mandate.

The Department will focus on the following to enable the achievement of the MTSF strategic outcome as articulated in the Strategic Plan:

1. Improve governance, accountability, inter-governmental protocols and engagement with Military Veterans.
2. To this end the Public Administration Management Act No.11 of 2014 will be used as a guide in advancing the basic values and principles governing public administration as contemplated in Section 195 (1) of the Constitution of the Republic of South Africa.
3. Also, the administrative processes within the Department will be modernised to advance the e-Government Strategy and Roadmap.
4. Facilitate for a seamless transition from active military duty to a civilian life. The Department will facilitate for the provision of benefits and services to *bona fide* Military Veterans and their dependents, which are aimed at improving their quality of life.
5. Continue to empower, honour and memorialise Military Veterans.

In the advancement of Government's strategic outcomes, the Department will contribute directly to the following government priorities (i.e. in the advancement of the strategic outcomes): *Priority 1* "Capable, Ethical and Developmental State"; *Priority 2*: Economic transformation and Job Creation; *Priority 3*: "Education, Skills and Health"; *Priority 6*; "Social Cohesion, Safer Communities.



**D.M Mgwebi (Lt Gen) (Ret)**

Accounting Officer: Department of Military Veterans

Date: 17/03/2020



# OFFICIAL SIGN-OFF


It is hereby certified that this Strategic Plan 2020-2025:

- Was developed by the management of the Department of Military Veterans under the guidance of The Honourable, N.N Mapisa-Nqakula, and MP.
- Takes into account all the relevant policies, legislation and other mandates for which the DMV is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Department of Military Veterans will endeavour to achieve over the period 2020-2025.

**Adv. N Ntsaluba**

Acting Deputy Director General: Corporate Services

Date: 17/03/2020

Signature: 

**S. I. Ndlovu**

Chief Financial Officer

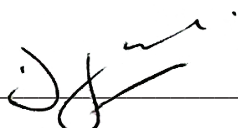
Date: 17/03/2020

Signature: 

**D.M Mgwebi] Lt Gen Ret**

Accounting Officer: Department of Military Veterans

Date: 17/03/2020

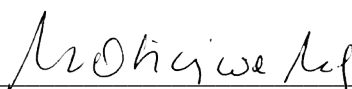
Signature: 

**Approved by:**

**Hon. N.N Mapisa-Nqakula**

Executive Authority: Minister of Defence and Military Veterans, MP

Date: 17/03/2020

Signature: 

# Introduction

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

The Strategic Plan (2020-2025) encapsulates and reflect institutional outcomes which contribute to the achievement of the overall priorities and the realisation of the mandate of the institution.

The Strategic Plan (2020-2025) institutionalise government priorities set out in the National Development Plan (NDP), the NDP Five Year Implementation Plan, the Medium-Term Strategic Framework (MTSF) and any other governments medium and long term plans.

The Strategic Plan is packaged into four parts as follows:

**Part A:** Focuses on the analysis of the Department’s mandate with special emphasis on the constitutional mandate, legislative and policy mandate and institutional policies and strategies over the five year planning period

**Part B:** Provides information on the Department’s strategic focus over the period of upcoming five years. The part outlines the Vision, Mission and Values. Furthermore, the situational analysis provides broad information regarding the internal and external environment of the Department.

**Part C:** Provides information on the Department’s programmes and sub-programmes performance information underpinned by a relevant planning methodology and tools wherein the theory of change was used to develop a results based plan.

This led to the identification of the impact, outcome, outcome indicators and their baseline, five year targets, an explanation of planned performance over the five year planning period, the key risks as well as the public entities and or statutory bodies within the oversight of the Department.

**Part D:** Provides the Technical Indicator Descriptions for each outcome indicator.

## List of Abbreviations/ Acronyms

<b>APP</b>	Annual Performance Plan
<b>CWP</b>	Community work Programme
<b>DBE</b>	Department of Basic Education
<b>DDG</b>	Deputy Director-General
<b>DDM</b>	District Development Model
<b>DHET</b>	Department of Higher Education and Training
<b>DFI</b>	Development Finance Institutions
<b>DMV</b>	Department of Military Veterans
<b>DoD</b>	Department of Defence
<b>EA</b>	Executive Authority
<b>EPWP</b>	Expanded Public Works Programme
<b>ESM</b>	Empowerment and Stakeholder Management
<b>GACPF</b>	Generally Accepted Compliance Practice Framework
<b>GDP</b>	Gross Domestic Product
<b>GPAA</b>	Government Pension Administration Agency
<b>HDI</b>	Historically Disadvantaged Individuals
<b>HR</b>	Human Resources
<b>ICT</b>	Information and Communications Technology
<b>IGR</b>	Intergovernmental Relations
<b>IMF</b>	International Monetary Fund
<b>MoU</b>	Memorandum of Understanding
<b>MTEF</b>	Medium Term Expenditure Framework
<b>MTSF</b>	Medium Term Strategic Framework
<b>MV</b>	Military Veterans
<b>MVTTR</b>	Military Veterans Task Team Report
<b>NDP</b>	National Development Plan
<b>NHI</b>	National Health Insurance
<b>NSF</b>	Non-Statutory Forces
<b>NT</b>	National Treasury
<b>PFMA</b>	Public Financial Management Act

<b>PPP</b>	Public Private Partnership
<b>PSIMF</b>	Public Service Integrity Management Framework
<b>SAMHS</b>	South African Military Health Service
<b>SANMVA</b>	South African National Military Veterans Association
<b>SAQA</b>	South African Qualifications Authority
<b>SDM</b>	Service Delivery Model
<b>SES</b>	Socio-Economic Support
<b>SF</b>	Statutory Forces
<b>SITA</b>	State Information Technology Agency
<b>SLA</b>	Service-Level Agreement
<b>SMMEs</b>	Small Medium and Micro-sized Enterprises
<b>SOE</b>	State Owned Enterprises
<b>SONA</b>	State of the Nation Address
<b>SOP</b>	Standard Operating Procedure
<b>SP</b>	Strategic Plan
<b>TIDs</b>	Technical Indicator Descriptions
<b>ToR</b>	Terms of Reference



# Part A: **Our Mandate**

## Part A: Our Mandate

### 1. Constitutional mandate

#### The RSA Constitution 108 of 1996

The following are the Sections of the Constitution that directly affect DMV in ensuring compliance therewith:

- **Section 7** of the Bill of Rights in the Constitution of the Republic of South Africa, which enshrines human rights in our country and affirms respect for human dignity.
- **Section 10** provides that everyone has the inherent dignity and the right to have their dignity respected and protected and that this right must be respected. The DMV must ensure that this right is respected.
- **Section 25** requires the state to realise that no one may be deprived of property except in terms of law of general application. The DMV must foster conditions that enable such access to property through its available resources.
- **Section 26** requires that everyone has the right to have access to adequate housing. The DMV must ensure that it takes reasonable steps to make resources available, within its means.
- **Section 27** provides that everyone has access to health care, food, water and social security. The DMV must take the necessary measures, within its resources to achieve the realisation of each of these rights.
- **Section 29** (1) provides that everyone has the right to Education – to a basic education, including adult basic education. The DMV must ensure realisation thereof, within its available resources.
- **Section 32** provides that everyone has the right to access any information held by the state. The DMV must give effect to this right by ensuring that measures are put in place for this process to be rolled out.
- **Section 33** provides that everyone has the right to administrative action that is lawful, reasonable and procedurally fair. The DMV must ensure that efficient Administrative Justice is given effect to.
- **Section 195** requires compliance with basic values and principles governing public administration. The DMV must ensure that these values and principles are promoted.
- **Section 217** requires compliance with the procurement processes and procedures in accordance with a system which is fair, equitable, transparent, competitive and cost-effective. The DMV must ensure compliance with the prescribed framework in order to ensure effective procurement processes.

## 2. Legislative and Policy Mandates

**Table 1: Legislative and policy mandates**

Legislation	Key Responsibilities
Military Veterans Act 18 of 2011	<ul style="list-style-type: none"> <li>To provide strategic direction on the execution of the Department of Military Veterans mandate.</li> <li>The Act defines the responsibility of government in governing the affairs of the Military Veterans and the benefits available to Military Veterans.</li> </ul>
Military Veterans Benefits Regulation, 2014	<ul style="list-style-type: none"> <li>To provide guidance in terms of the administrative processes necessary for operational effectiveness and currency of the baselines in line with inflation.</li> </ul>
The Promotion of National Unity and Reconciliation Act 34 of 1995	<ul style="list-style-type: none"> <li>The Act espouses the granting of amnesty to persons who make full disclosure, affording victims an opportunity to relate the violations they suffered, etc. Furthermore of all the relevant facts Regulation of Exhumation, Reburial or Symbolic Burial of Deceased Victim.</li> </ul>
South African Qualifications Authority Act 58 of 1995	<ul style="list-style-type: none"> <li>Facilitate access to business-specific skills training and skills development for Military Veterans as well as SAQA and industry-approved business certificates.</li> </ul>
Special Pensions Act 69 of 1996, as amended;	<ul style="list-style-type: none"> <li>Provides the DMV with guidelines in the development of a policy for provision of the Pension benefit as mandated by the Military Veterans Act 5(1) (h)</li> </ul>
National Housing Act 107 of 1997	<ul style="list-style-type: none"> <li>In implementing the objective of Section 5(j) of the Military Veterans Act, the DMV has an MoU with the National Department of Human Settlement (NDHS) and Service Level Agreements (SLAs) with provinces to provide this benefit in line with DMV regulatory framework.</li> </ul>
Skills Development Act 97 of 1998	<ul style="list-style-type: none"> <li>Establish a repository of credible economic and skills development data for credible and viable project proposals for implementation with partner agencies and other government departments.</li> </ul>
Public Finance Management Act 1 of 1999 - (Section 76)	<ul style="list-style-type: none"> <li>To ensure that the Department adheres to the relevant Treasury Regulations.</li> </ul>
Promotion of Administrative Justice Act 3 of 2000	<ul style="list-style-type: none"> <li>Ensuring that just administrative actions are taken to ensure quality service delivery.</li> </ul>
Preferential Procurement Policy Framework Act 5 of 2000	<ul style="list-style-type: none"> <li>To enhance the participation of Historically Disadvantaged Individuals (HDIs) and Small, Medium and Micro enterprises (SMMEs) in the public sector procurement system. The Act regulates and open up business opportunities for Military Veterans-owned businesses.</li> </ul>
Mental Health Care Act 17 of 2002	<ul style="list-style-type: none"> <li>Policy for dedicated counselling services is being finalized to ensure that this benefit is provided efficiently and effectively.</li> </ul>
Public Audit Act 25 of 2002 (Public Audit Amendment Act)	<ul style="list-style-type: none"> <li>Section 20(2)(c) requires the Auditor-General's audit reports to reflect an opinion or conclusion on the reported information relating to performance against predetermined objectives of the auditor, which include constitutional institutions, departments, trading entities, public entities, municipalities and municipal entities, and other institutions as indicated by sections 4(1) and 4(3) of the Act.</li> </ul>
SITA Amendment Act 38 of 2002	<ul style="list-style-type: none"> <li>Sections 7(3) and &amp;7(4) respectively, caters for the services provided by SITA to the DMV.</li> </ul>
National Small Business Development Act 26 of 2003	<ul style="list-style-type: none"> <li>Establish a monitoring and evaluation mechanism of established Military Veterans' business enterprises and skills development interventions.</li> </ul>
National Health Act 63 of 2003	<ul style="list-style-type: none"> <li>Finalize the development of the Healthcare Policy for Military Veterans to ensure that healthcare is provided in a comprehensive manner, it is accessible and affordable to enable positive healthcare outcomes.</li> </ul>

Legislation	Key Responsibilities
Social Assistance Act 13 of 2004.	<ul style="list-style-type: none"> <li>The Department to provide support to Military Veterans in distress through its internal processes however consideration has been made to have MoU with the Department of Social Development.</li> </ul>
Protection of Personal Information Act 4 of 2013	<ul style="list-style-type: none"> <li>Ensuring compliance with this Act in order to guarantee protection of such information.</li> </ul>
Public Administration Management Act 11 of 2014	<ul style="list-style-type: none"> <li>To promote the basic values and principles governing the public administration referred to in section 195(1) of the Constitution.</li> </ul>
Policies	Key Responsibilities
Task Team Report on Military Veterans	<ul style="list-style-type: none"> <li>To Provide a draft policy framework for the development of the legislation that provides for the facilitation of comprehensive delivery of socio economic benefits as well as institutional arrangements for coordination</li> </ul>
Public Service Regulations, 2001	<ul style="list-style-type: none"> <li>To assist the DMV in ensuring that the provision of strategic direction is conducted in line with relevant public sector policies.</li> </ul>
Treasury Regulations, 2007	<ul style="list-style-type: none"> <li>To ensure that departmental Strategic Plan and Annual Performance Plan are aligned with the planning prescripts.</li> <li>To ensure that DMV Monitoring and Evaluation is conducted in line with the relevant prescripts.</li> </ul>
Revised Framework for Strategic Plans and Annual Performance Plans, 2020	<ul style="list-style-type: none"> <li>To ensure that departmental Strategic Plan and Annual Performance Plan are aligned with the planning prescripts.</li> </ul>
National Development Plan, 2011	<ul style="list-style-type: none"> <li>Provide priorities to be implemented by the Public and Private sector in order to chart a new path for our country by 2030.</li> </ul>
National Evaluation Policy Framework, 2011	<ul style="list-style-type: none"> <li>Provides a framework with which evaluation of Government programmes should be conducted to improve service delivery</li> </ul>
Medium Term Strategic Framework (MTSF), 2019-2024	<ul style="list-style-type: none"> <li>Provides outcomes which the government should focus on during the 2019 electoral mandate.</li> </ul>
Operational Management Framework	<ul style="list-style-type: none"> <li>To ensure DMV services are provided in an effective way to the rightful beneficiaries through policy procedures.</li> </ul>
Government Wide Monitoring & Evaluation Framework	<ul style="list-style-type: none"> <li>Provide the framework for Monitoring and Evaluation within the department</li> </ul>
Generally Accepted Compliance Practice Framework (GACPF)	<ul style="list-style-type: none"> <li>GACPF on page 21 provides for the reasons for establishing an independent Compliance Function in an organisation:</li> <li>To comply with relevant legislations.</li> <li>To provide for a formal and structured monitoring of compliance.</li> </ul>



### **3. Institutional Policies and Strategies over the five year planning period**

The following policies and strategies are of utmost importance for the Department in order to plan and implement in the five year planning period:

#### **3.1 Institutional Policies**


- White Paper on Military Veterans
- Framework Policy on Military Veterans Benefits
- Beneficiary Support Services Policy
- Housing Policy
- Subsidized Public Transport Policy
- Pension Policy
- Healthcare Policy
- Dedicated Counselling and Treatment Policy
- Compensation for Injury/Trauma/Disease Policy
- Education, Skill Development and Training Policy
- Business Empowerment and Support Policy
- Burial Policy
- Heritage, Memorialisation and Honour Policy.

#### **3.2 Strategies**

- Integrated Information Management Strategy
- Human Resource Management Strategy
- Intergovernmental Relations Strategy (IGR)
- Stakeholder Management and Communication Strategy
- Integrated Service Delivery Model
- Diversity Management Strategy

### **4. Relevant Court Rulings**

The Department does not have any relevant court rulings.



Part B:  
**Our Strategic  
Focus**

## Part B: Our Strategic Focus

### 5. Vision

A dignified, unified, empowered and self-sufficient military veterans` community.

### 6. Mission

To facilitate delivery of benefits 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.

### 7. Values

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 to ensure that the unique needs of all Military Veterans are provided for. This will be achieved through overall coordination, facilitation of the activities of Government and that of the private sector to ensure the coherent provision of benefits and assistance to all Military Veterans and dependants where applicable.

Our service delivery ethos is rooted in the Batho Pele (People First) principles characterised by the following:

**Table 2: Values**

Values	Living the values will mean we seek:
Integrity	To conduct our work with integrity, professionally and in an ethical manner in the execution of tasks and managing internal and external stakeholders
Compassion	To show compassion and care in the execution of the mandate, including the provision of benefits and support services at all times to Military Veterans` community and the internal stakeholders.
Honesty	To be honest at all times in the execution of tasks and responsibilities.
Professionalism	To conduct ourselves in a professional and an ethical manner in the execution of tasks and interaction with the public.
Commitment and Accountability	To always be committed and accountable in execution of all our duties and tasks and be willing to go an extra mile.

### 8. Situation Analysis

#### 8.1 Internal Environment

The DMV operates within a context that requires an analysis of both the internal and external environments, not only to identify internal challenges, but also to leverage opportunities presented by the external and internal environment that can help the Department to achieve its mandate.

The Department is currently working on ensuring that there is enabling legislation, regulations, policies, relevant systems, infrastructure and organizational design to ensure an effective and efficient functional Department with capable human capital that will assist to improve service delivery to the Military Veterans' community. The strength of the Departmental infrastructure and systems are key to service delivery and to the realization of the Intergovernmental Relations (IGR) Framework to accelerate the delivery of services to the Military Veterans and their dependents.

Also critical to the Department is the conclusion of its Service Delivery Model (SDM) working in concert with the Department of Public Service and Administration (DPSA) and National Treasury (NT).

The other critical area is the need for diversity management in the Department of Military Veterans. Diversity management's objective is to ensure that the DMV environment is accommodative of all the racial groups, their gender, values, beliefs, culture as well as the different religious backgrounds. Being accommodated in relation to these various aspects will ensure that the employees of the Department have a sense of belonging and as a result will remain committed to the delivery of the mandate of the Department.

Through the concerted effort with National Treasury to make the Department to have an independent vote, this has been achieved. With effect from 1 April 2020, the Department will be operating under Vote 26. This will ensure the dedicated Department which will focus on the needs and delivery of Military Veterans' benefits.

To enable proper planning, the Department looks at the demographic nature and spread of the Military Veterans' population. The table below depicts the community of Military Veterans as disaggregated in terms of their geographical location.

The Department's internal environment further purported the community it serves as denoted below. The graphic presentation of the Military Veterans' community is indicated below:

**Table 3: Community of military veterans (DMV National Military Veterans Database)**

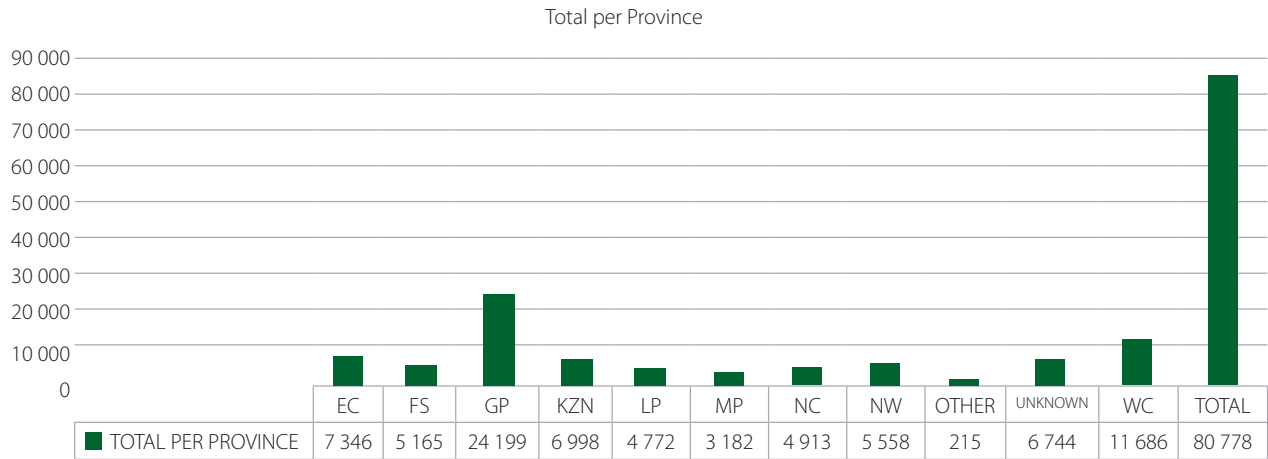
PROVINCE	Umkhonto we Sizwe (MK)	South African Defence Force (SADF)	Transkei Defence Force (TDF)	Venda Defence Force (VDF)	Azanian People's Liberation Army (APLA)	South African National Defence Force (SANDF)	Bophuthatswana Defence Force (BDF)	Ciskei Defence Force (CDF)	Azanian National Liberation Army (AZANLA)	Union Defence Force (UDF)	TOTAL
Eastern cape (EC)	1 527	1 880	1 645	2	614	785	70	715	66	42	7 346
Free State (FS)	454	3 244	32	-	219	1 014	114	7	69	12	5 165
Gauteng (GP)	4 350	12 225	103	21	1 911	5 164	187	22	136	80	24 199
Kwazulu-Natal (KZN)	2414	3 009	71	1	173	1 269	2	5	37	17	6 998
Limpopo (LP)	792	2 572	3	227	220	829	4	-	95	30	4 772
Mpumalanga (MP)	593	1 863	3	-	108	597	2	1	5	10	3 182
Northern Cape (NC)	287	3 519	6	-	117	858	79	7	13	27	4 913
North West (NW)	558	2 543	7	2	351	856	1 201	9	17	14	5 558
Western Cape (WC)	585	8 018	58	-	288	2 567	5	31	48	86	11 686
OTHER (Outside the border of RSA)	11	170	-	-	4	30	-	-	-	-	215
*1 UNKNOWN	1 902	2 403	52	21	1 279	835	130	18	92	12	6 744
<b>TOTAL PER FORMER FORCE</b>	<b>13 473</b>	<b>41 446</b>	<b>1 980</b>	<b>274</b>	<b>5 284</b>	<b>14 804</b>	<b>1794</b>	<b>815</b>	<b>578</b>	<b>330</b>	<b>2 80 778</b>

**Note: Military Veterans by former force and Provinces**

<sup>1</sup> **Unknown** - Military Veterans who are registered in the MV Database but have not yet updated their profiles inclusive of their addresses. These members were migrated from the DoD PERSOL system.

<sup>2</sup> As at March 2020 the total number of Military Veterans in the Database is at 80 778. This number is not static due to continuous retirement of active soldiers in the DoD.

**Figure 1: Military Veterans by Geographical Location**



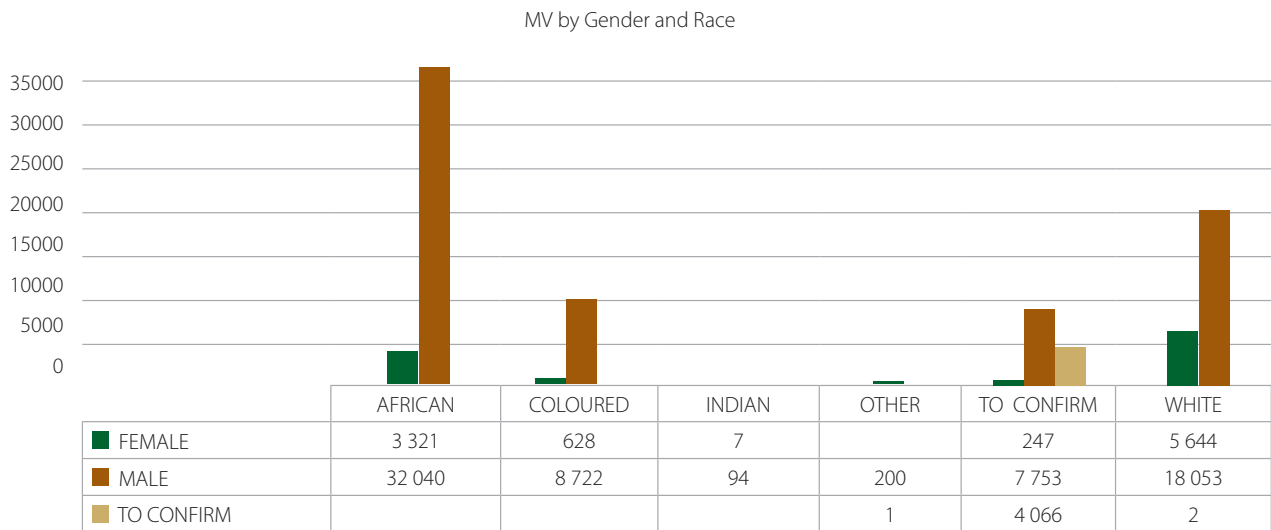
The figure above shows that a number of Military Veterans have not supplied the Department with complete information especially in so far as their places of residence is concerned. In this regard, 6 744 (8.3%) of Military Veterans must still update their information to ascertain their places of residence and therefore confirming the Provinces they reside in, thus the category of the unknown in the table. The Department is continuing to engage with Military Veterans to get them to update their information on the National Military Veteran’s Database.

The concentration of Military Veterans is in Gauteng where the Head Office is located. This community constitutes 30% of the total community, which then necessitates that the Department speed up the process of establishing and/ or enhancing Provincial Offices. The need for enhanced functional and operational capacity of all Provincial Offices is critical to enhance easy access to services and the creation of one-stop shop service.

According to Departmental National Military Veterans Database, the Military Veterans coming from former Statutory Forces (SF) account for about 76%, while those from the former Non-Statutory Forces (NSF) account for the remaining 24%. Given the history of the two former forces in so far as access to benefits like pensions, subsidised housing, etc, it is evident that there is great disparity between the needs of Military Veterans coming from the two former force groupings with the former SF having an advantage. There is therefore an urgent intervention required to redress the injustice of the past.

Furthermore, figure 2 below denotes the Military Veterans per race and gender, with the latter being fundamental for the type of services needed.

**Figure 2: Military Veterans by Gender and Race**



## 8.2 External Environment

The external environment is characterized by changes within the Political, Economic, Social, Technology and Legal spheres which presents opportunities for the refocusing of the Department.

According to the Global Risks Report 2019, the rate of global growth appears to have peaked. The latest International Monetary Fund (IMF) forecasts point to a gradual slowdown over the next few years. This is mainly the result of developments in advanced economies, where the IMF predicted real GDP growth to decelerate from 2.4% in 2018 to 2.1% in 2019 and to 1.5% by 2022. The World Bank Report dated 09 January 2020 says that, SA's economy will struggle to grow in line with the rest of sub-Saharan Africa. Growth is expected to hit 0.9% in 2020, 0.7% points lower than the previous forecast, and 1.3% in 2021, again half a percentage point lower than prior estimates.

The IMF (World Economic Outlook: Growth slowdown, precarious recovery, 03 October 2019), assertion that low business confidence has largely been driven by the slow pace of much-needed structural reforms Government will be reducing spending over the MTEF to place its finances on a sustainable path". The slow SA economic growth resulted in budget cuts over the years and this has affected the allocation to service the Military Veterans.

In line with the Military Veterans Task Team Report (MVTTR) and the Military Veterans Act in Section 5 (3) (a) and (b) as the guiding blueprint for a service delivery model, the Department should begin to look at more cost effective ways to deliver on its mandate and strengthen its Intergovernmental Relations function in order to leverage on the resources of line-function National Departments, Provincial and Local Government as well as State Owned Enterprise.

Military Veterans played a pivotal role in delivering the democratic dispensation of the country. They have a positive role to play as community members and active citizens. This will rid the country of a number of security risks to citizens in collaboration with law enforcement agencies. The Department is working very hard to actively integrate Military Veterans in communities. This will be achieved through an integrated delivery of economic and social benefits. In this regard, the One District approach which put emphasis on Strategic Public Private Partnership (PPP) will be critical in advancing effective, efficient and accelerated delivery of these benefits and services.

The DMV acknowledges that poverty, unemployment and inequality remains high nationally and is more pronounced within the community of Military Veterans. All these social factors will result in an increased demand for delivery of benefits and services to Military Veterans. The Department will leverage on the Presidential Initiatives related to the working environment of the Department through Job Summit, Operation Phakisa, Investment Summit and special programmes for designated groups. The Department will continue to advocate for the inclusion of Military Veterans as a designated group in the Preferential Procurement Policy Framework.

Cyber adversaries and information security professionals are perpetually engaged in a fierce cyber race focused around the access of sensitive data contained in critical infrastructure systems (Burbidge, 2019). Attackers dedicate all their resources towards innovation and development of advanced hacking technologies while organizations must maintain and defend their assets. The Department is seized with this reality. It is paramount for the DMV to secure and deploy the most efficient, powerful, and cost-effective security solutions.

The Department has since its inception, through lessons learned, been faced with legislative and policy challenges which hindered the efficient delivery of services to Military Veterans and their dependents. Legislative review will be embarked upon. This process will be underpinned by extensive stakeholder consultation and research.

The King IV Report sets out the philosophy, principles, practices and outcomes that serve as the benchmark for corporate governance in South Africa (Ramalho A, 2016). The Department will continually strive to embrace the principles of good governance as contained in the King IV Report.

In line with Priority 1 (Capable, Ethical and Developmental State) of the MTSF, anti-corruption and anti-fraud initiatives in the Department will continue to receive priority attention. To this end, the Department will embrace the government-wide initiatives to close loopholes and ensure proper implementation of anti-fraud and corruption strategy.

### **8.3 Stakeholder Analysis**

The table 4 below depicts internal and external stakeholders who have interest in the achievement of the Departmental mandate.



**Table 4: Stakeholder Analysis for the Department**

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplication/ Possible links/ Contradictions related to roles and responsibilities (1)	Funding availability (2)	Inside/ Outside Mandate (3)	Capacity Availability (4)
Military Veterans and their dependants	Provide accurate information relating to military veterans and their beneficiaries	Update their information with the DMV to ensure that eligible Military veterans are provided with benefits Ensure that resources provided to them are used responsibly	Possible duplications with the line function departments	Yes	Inside Mandate	No ICT systems and adequate systems
SANMVA	To represent the interest of the Military Veterans Organisations Nationally	Advise the Minister with regards to the matters relating to legislation and policy on matters affecting the affairs of military veterans	Individual Military Veterans Associations	Limited	Inside Mandate	Sufficient
Appeals Board	To consider any appeal lodged against any decision which adversely affect the rights of the Military Veterans	To promote fair administration of justice	None	Limited	Inside Mandate	Sufficient
Advisory Council	To advise the Minister on any matter relating to the legislation and policy where applicable	To ensure that the Minister is provided with expert advice to make informed decisions	None	Limited	Inside Mandate	Limited

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplication/ Possible links/ Contradictions related to roles and responsibilities (1)	Funding availability (2)	Inside/ Outside Mandate (3)	Capacity Availability (4)
Department of Defence (DoD)	Facilitate Access to Healthcare and Dedicated Counselling and Treatment for Military Veterans	Ensure that information contained in the database is secured and credible	None	Yes	Inside Mandate	Limited
	Provide medical panel for compensation benefit medical assessments					
	Provide for an integrated database management system with DoD to ensure seamless secure Military data file transfer					
Department of Home Affairs	Compare DMV database with the DHA population register	Ensure that the information contained in the DMV database is correct	None	Yes	Inside Mandate	Limited
National Treasury	To provide adequate funding for Military Veterans mandate	Ensure compliance with the PFMA	None	Sufficient	Inside Mandates	Limited
Department of Sports, Arts and Culture	Facilitation of Heritage & Memorial Programmes	Implementation of Heritage & Memorial programme	None	Yes	Inside Mandate	Limited
Department of Human Settlements, Water and Sanitation	Facilitate the access of Housing to military Veterans	Provisions of Housing services to the military veterans	None	Yes	Inside mandate	Limited

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplication/ Possible links/ Contradictions related to roles and responsibilities (1)	Funding availability (2)	Inside/ Outside Mandate (3)	Capacity Availability (4)
Department of Higher Education, Science and Technology	Facilitation of Training and Skills Development	Implementation of Training & Skills Development	None	Yes	Outside Mandate	Limited
	Facilitate the access of Education to the Military Veterans and their dependants.	Provision of education support services to the Military Veterans and their dependants				
Department of Basic Education	Facilitate the access of the Education	Provision of education support services to the Military Veterans and their Dependants	None	Yes	Outside Mandate	Limited
Department of Small Business Development	Facilitation of Business Empowerment Programmes	Implementation of Business Empowerment Programmes	None	Yes	Inside Mandate	Limited
Department of Social Development	Provide Social assistance to Military Veterans in need and eligible for such support	Provide Social support services in line with the DMV and DSD MoU where required	None	Available within DSD mandate	Inside Mandate	Limited
Department of Transport	Facilitate access to subsidised transport to Military Veterans	Provisions of transport to the Military Veterans	None	Yes	Outside Mandate	Limited
Department of Health	Facilitate access to the National Health Insurance	Provide Military Veterans with access to NHI	None	NO	Outside Mandate	Limited
Government Pension Administration Agency (GPAA)	Facilitate Provision of Compensation Benefit	Provide assistance in the implementation of Compensation Benefit	None	Yes	Outside Mandate	Limited

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplication/ Possible links/ Contradictions related to roles and responsibilities (1)	Funding availability (2)	Inside/ Outside Mandate (3)	Capacity Availability (4)
<b>1. Explanation of duplication of roles and responsibilities and how these will be addressed:</b>						
In the medical fraternity, there is a possibility of duplication in the sense that the SAMHS also rendered medical services to the military veterans. To address this Department of Military Veterans will use an integrated database to ensure that there is no double dipping.						
<b>2. Suggestions to address unfunded mandate (if applicable):</b>						
The Amendment to the Military Veterans Act as well as the costing which forms part of the Cabinet memo to be consulted with the Minister of Finance.						
<b>3. Explanation of how roles and responsibilities outside mandate will be dealt with:</b>						
The development of the master service agreement that institutionalises the IGR funding at implementation framework to underpin the MTSF 2019-2024 cross-cutting feature of the Military Veterans mandate.						
<b>4. Explanation of how capacity constraints will be addressed</b>						
To balance capacity and capabilities in line with the Service Delivery Model (SDM) that promotes coordination and facilitation which embraces the National One District Service Delivery Initiative.						



Part C:

# Measuring Our Performance

## Part C: Measuring Our Performance

### 9. Institutional Performance Information

This section provides the Department's strategic outcome, budget programmes and logical framework that provide the outcomes, outputs, activities and inputs.

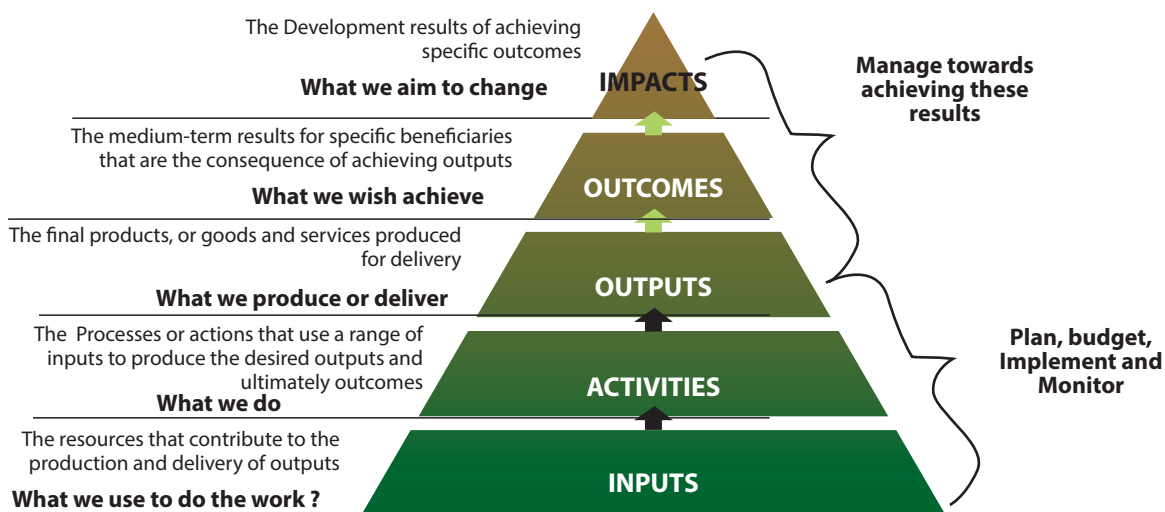
The Strategic Outcome (SO) over the MTSF (2019-2024) period is elaborated below for the attainment of departmental mandate:

**SO1:** Socio-economic status of military veterans' community improved and sustained

### Strategic Intent: Results based Methodology and Strategy Map

To enable the DMV to conceptualize the strategic focus, planned for results and identify enablers towards achieving the intended results, the Department has adopted a log frame as a planning tool which is a results-based methodology.

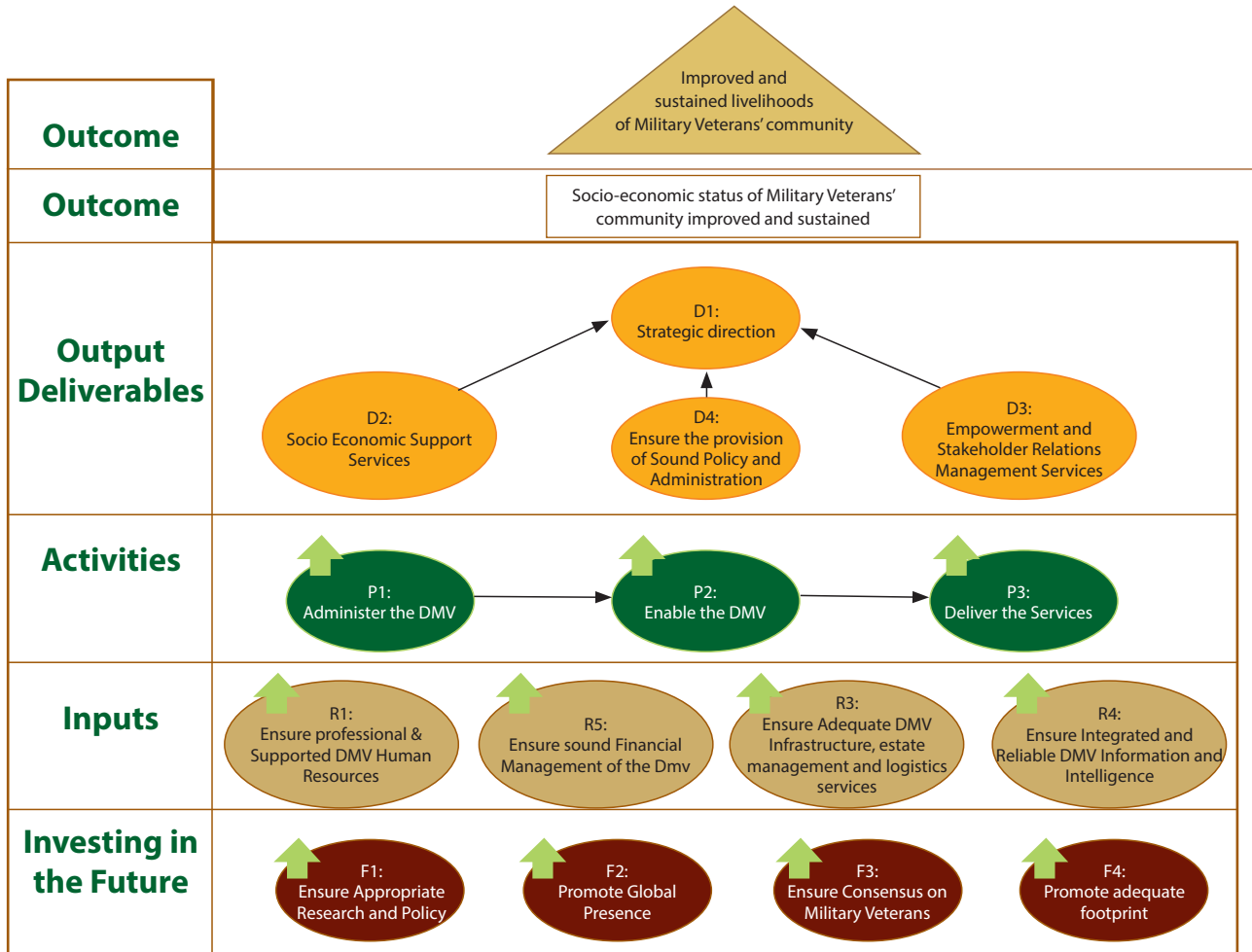
Figure 3 below reflects the logical flow of the results based concepts that guided the development of outcomes for the Department to realise its strategic intent:



**Figure 3: Logical Flow of the Results Based Concepts**

In application of the logical flow of the results based concepts above, the DMV outcomes have been translated into the strategy map provided in Figure 4 below:

## Department of Military Veterans



**Figure 4: Strategy Map**

The DMV remains committed to adhere to the national prescripts relating to Planning, Budgeting and Reporting as outlined in the list of strategic outcomes indicated above.

The Strategy Map is a vehicle to comprehend the direction and mandate the Department is obligated to execute. This is aligned to the Logical Framework Model which provides for the Outcomes, Output deliverables, Internal processes (Activities), Inputs (resources) and the perspective of Investing in the future to ensure the relevance of the Executive Authority Priorities and MTSF 2019-2024.

The DMV in support of the Strategic Plan 2020-2025, has developed the mandate-driven strategic (five year) and core outcomes aligned to outcomes indicators for the attainment of the key mandate.

### 9.1 Impact Statement

**Table 5: Impact statement**

<b>Impact Statement</b>	Improved and sustained livelihoods of Military Veterans' community
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The Department has aligned the development an impact statement by applying the principles of Theory of Change (ToC) which start with the impact and outcomes that it is seeking to achieve as the ultimate goal.

## 9.2 Measuring Outcomes

The Department has adopted the Theory of Change approach to design, formulate and implement the Outcomes as depicted below. This approach requires the Department to focus on the current status, strategy and desired end-state in order to see the intent beneficiaries receiving quality services through various benefits as espoused through the Military Veterans Act 18 of 2011 Section 5 (a) - (j).

**Table 6: Measuring outcomes**

Outcome	Outcome Indicators	Baseline	5 year Targets
Socio-economic status of Military Veterans' community improved and sustained	Level of socio-economic status of Military Veterans' community improved	Low Level	Middle Level
		Middle Level	High Level
	Level of socio-economic status of Military Veterans' community sustained	Middle Level/ High Level	High Level

The Low level of socio-economic status of Military Veterans' community, refers to the Military Veterans with little or no income, wealth or shelter to buffer against negative impacts of poverty and equality.

The Middle level of socio-economic status of Military Veterans' community refers to Military Veterans with middle share of income and level of wealth and lifestyle.

Whereas the High level of socio-economic status of Military Veterans' community refers to amongst other sustainable income, educational attainable and financial security.



### 9.3 Planned performance over the five year (2020-2025) planning period

#### Contribution by Executive Authority (EA) Priorities, National Development Plan (NDP) Vision 2030 and Medium Term Strategic Framework (MTSF) 2019-2024 Priorities.

The DMV on its mandate obligations, has aligned the Executive Authority Priorities to the Government expectation in this 6<sup>th</sup> Administration. The alignment is denoted below with regard to the contribution by the Executive Authority (EA) Priorities, National Development Plan (NDP) Vision 2030 and Medium Term Strategic Framework (MTSF) 2019-2024 Priorities.

**Table 7: Contribution by EA Priorities, NDP Vision 2030 and MTSF 2019-2024 Priorities**

Executive Authority (EAs) Priorities	National Development Plan (NDP), Vision 2030	MTSF Priorities
<b>Priority 1:</b> Strengthening governance and oversight protocols to give effect to the provisions of the Act.	Chapter 13: Building a capable and developmental state  • Strengthen delegation, accountability and oversight	Priority 1: Capable, Ethical and Developmental State
<b>Priority 2:</b> To provide comprehensive support services to Military Veterans and where applicable, to their dependants:	Chapter 9: Improving education, training and innovation	Priority 2: Economic transformation and job creation  Priority 3: Education, skills and health  Priority 4: Consolidating social wage through reliable and basic services  Priority 5: Spatial development, human settlements and local government
• Education		
• Training and Skills Development		
• Access to health support	Chapter 10: Promoting health	
• Acquiring a Healthcare and Wellness Centre		
• Facilitation of employment placement	Chapter 3: Economy and Employment	
• Facilitation of or advice on business opportunities		
Subsidisation or provision of:	Chapter 8: Transforming human settlement and national space economy	Priority 4: Consolidating social wage through reliable and basic services
• Public Transport		
• Housing	Chapter 6: Integrated and inclusive rural economy	
• Compensation		
• Pension		
• Burial support	Chapter 15: Transforming society and uniting the country	

Executive Authority (EAs) Priorities	National Development Plan (NDP), Vision 2030	MTSF Priorities
<b>Priority 3:</b> Promote empowerment programmes for and of Military Veterans	Chapter 3: Economy and Employment  Chapter 15: Transforming Society and uniting the country	Priority 2: Economic transformation and job creation  Priority 4: Consolidating social wage through reliable and basic services
<b>Priority 4:</b> Promotion of Military Veterans' heritage as well as memorialisation and honouring	Chapter 15: Transforming Society and uniting the country	Priority 6: Social cohesion and safer communities
<b>Priority 5:</b> Maintain the credibility and security of the national military veteran database	Chapter 13: Building a capable and developmental state	Priority 6: Social cohesion and safer communities
<b>Priority 6:</b> Implementation of the high impact communication and marketing strategy and plan	Strengthen delegation, accountability and oversight	Priority 1: Capable, ethical and developmental state

The Department's planned performance over the next 5 years is informed by the current socio-economic conditions facing the Military Veterans' community which is characterised by a high level of unemployment, poverty and inequality which the Department seeks to address by creating a dignified, unified, empowered and self-sufficient Military Veterans' community.

In an endeavour to address the socio-economic conditions facing Military Veterans and their dependants, the Department is informed by the Priority 2 (Economic Transformation and Job Creation) as outlined in MTSF 2019-2024, NDP Vision 2030, the attendant 5 year implementation plan and the monitoring framework. The strategic direction of the Department takes cue from the Executive Authority's Priorities and the Presidential Priorities as outlined in the SONA of February 2020 that finds expression in the planned performance of the Department that will be continuously monitored in line with performance plans and quarterly reviews.

The Department will be engaged in establishing innovative ways of delivering on its mandates, which includes effective and efficient use of ICT systems and processes, employing capable and capacitated personnel as well as integrated planning and coordination.

The choice of outcome indicators and the attendant Technical Indicator Descriptions (TID's) is informed by amongst others, the Priorities of Government, and the Executive Authority Priorities.

An enabling Political, Economic, Social, Technological, Legal and Environmental (PESTLE) Factors within which the mandate must be delivered are mission critical success factors for the next 5 years. In this regard, continued management of the politics-administration dichotomy is important to enhance effective delivery of the mandate, so is a stable and growing economy important to enhance the availability of resources for ease of realisation of priorities of the Department.

The social factors required will be the creation of a community environment wherein the historic role played by Military Veterans in the realisation of the new democratic dispensation, the reconstruction and development of the country, as well as the use of experience and expertise that Military Veterans have which can further enhance social cohesion and nation building.

The use of modern technology including ICT systems within the department will go a long way in ensuring the quicker realisation of the mandate as set out in the Military Veterans Act as well as the relevant regulations and policies, it will further ensure a secured and credible database that is interoperable.

With these indicators the Department aims to reduce unemployment, poverty and inequality to address the injustice of the past and strengthen reconciliation, social cohesion and nation building.

### 9.3.1 Enablers to achieve the five year (2020-2025) targets.

The following are the key enablers for the Department to achieve targets during the five (5) year period of its implementation of the MTSF targets:

- Visible and stable leadership to sustain strategic oversight,
- A well-resourced Organisational Structure to support the Service Delivery Model,
- A well-defined infrastructure to support a fully functional Department,
- Fully reliable, effective and efficient integrated ICT systems,

### 9.3.2 Outcomes contribution to the achievement of the impact.

The Department in pursuance of its Legislative mandate through its inherent military services scope of operation, will contribute to the national imperatives as guided by the EA Priorities, NDP Vision 2030 and MTSF Priorities 2019-2024 for the development of performance information.

The contribution of the Department to the MTSF Priorities will be enhanced by the reduction of unemployment as well as inclusive economic growth especially amongst Youth, Women and People with Disabilities in urban and rural areas across the country. These will result in the empowered and informed nation about the role and contribution of Military Veterans towards the democratisation of South Africa.

## 10. Key risks and mitigations

The Department continues to pursue its commitment towards the enabling of the effective management of risks throughout the organisation by the continuous adoption of best practices and methodologies relating to enterprise risk management, tailored to the Department's portfolio whilst ensuring legislative compliance.

The Department will strive to ensure that a culture of risk management is institutionalised in departmental processes thereby reducing the Departmental risk exposure to an acceptable level. The identified Department risks continue to be subjected to regular monitoring and scrutiny by relevant Departmental management forums, oversight and governance structures that include, amongst others, the Risk Management Committee and the Department Audit Committee.

**Table 8: Key risks and mitigations**

Outcome	Key Risks	Risk mitigation	
Socio-economic status of Military Veterans' community improved and sustained	Inadequate integrated internal and external business systems.	Development of integrated business systems	
	Instability in strategic leadership.	Implement the approved recruitment plan	
	Misalignment of the organizational structure with the Service Delivery Model (SDM).	Obtain approval and implement the aligned organizational structure and SDM.	
	Inadequate legislative regulatory and policy.		• Introduce amendments to the Military Veterans Act 18 of 2011.
			• Alignment of the regulations to the Act
			• Development of policies in line with the Amended Act.
Inappropriate organizational culture	Introduce organizational change management processes		
Ineffective and inefficient stakeholder management and strategy.	Develop and implement stakeholder management strategy.		

## 11. Public Entities

**Table 9: Public Entities**

Name of Public Entity	Mandate	Outcomes	Current Annual Budget (R thousand)
The Department does not have Public Entities as listed/established in PFMA Schedule 3A or 3B or 3C			
However, for the functionary of the Department it has established the following statutory bodies in terms of Military Veterans Act 18 of 2011:			
<ul style="list-style-type: none"> <li>• Appeals Board</li> <li>• Advisory Council</li> <li>• South African National Military Veterans Association (SANMVA).</li> </ul>			

## 12. Annexure to the Strategic Plan

**Table 10: District Development Model (DDM)**

Areas of intervention	Five-year Planning Period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
The Department does not have the direct DDM projects as it is the recipient of services from front-line Departments						
<ul style="list-style-type: none"> <li>• The Department of Military Veterans` mandate is to facilitate delivery of benefits 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, therefore this makes the Department to be a recipient of services from different government Departments through the agreement entered into.</li> <li>• The Department has partnered with front Departments which are currently implementing the service delivery projects at district level.</li> <li>• In the meantime the Department is in engaging intensively on this model for the delivery of benefits to Military Veterans and their communities.</li> </ul>						

### 13. Conclusion

The DMV Strategic Plan 2020-2025 will form the basis for measuring the performance of the department.

The critical success factors for high performance are a well-structured, staffed organization housed in good facilities with the best policies and systems including ICT systems.

The whole government approach will go a long way in assisting and supporting the Department to progressively realize the National mandate to serve Military Veterans who qualify for benefits and support services.



Part D:

# Technical Indicator Descriptions (TIDs)

## PART D: Technical Indicator Descriptions (TIDs)

Indicator Title	• Level of socio-economic status of Military Veterans' community improved
Definition	<ul style="list-style-type: none"> <li>Level of socio-economic status of Military Veterans' community will be improved from Low to Middle and Middle to High levels.</li> <li>Socio-economic status of Military Veterans' community means a total measure of their economic and social standing in relation to the broader society.</li> </ul> <p><b><i>The following three categories of socioeconomic status will be utilised, namely low, middle and high levels.</i></b></p> <ul style="list-style-type: none"> <li>Military Veterans' community with low socio-economic status have little or no income and wealth to buffer against the negative impacts of poverty and inequality.</li> <li>Military Veterans' community with middle socio-economic status have middle share of income and level of wealth and lifestyle.</li> <li>Military Veterans' community with high socio-economic status have amongst others sustainable income, educational attainment and financial security</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Internal Database</li> <li>Surveys</li> </ul>
Method of Calculation / Assessment	<ul style="list-style-type: none"> <li>Simple count</li> <li>Qualitative / Quantitative</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Reliable database</li> <li>Viable partnership with front-line stakeholders in place</li> </ul>
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>Nine Provinces</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Improved level of socio-economic status of Military Veterans' community</li> </ul>
Indicator Responsibility	<ul style="list-style-type: none"> <li>DDG: CS</li> <li>DDG: SES</li> <li>DDG: ESM</li> </ul>

Indicator Title	Level of socio-economic status of Military Veterans community sustained
Definition	<ul style="list-style-type: none"> <li>Level of socio-economic status of Military Veterans' community will be continuously sustained to remain at high levels.</li> <li>Socio-economic status of Military Veterans' community means a total measure of their economic and social standing in relation to the broader society.</li> <li>Military Veterans' community with high socioeconomic status have amongst others sustainable income, educational attainment and financial security</li> </ul>
Source of data	<ul style="list-style-type: none"> <li>Internal Databases</li> <li>Surveys</li> </ul>
Method of Calculation / Assessment	<ul style="list-style-type: none"> <li>Simple count</li> <li>Qualitative / Quantitative</li> </ul>
Assumptions	<ul style="list-style-type: none"> <li>Reliable database</li> <li>Viable partnership with front-line stakeholders in place</li> </ul>
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> <li>Target for Women: N/A</li> <li>Target for Youth: N/A</li> <li>Target for People with Disabilities: N/A</li> </ul>
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> <li>Nine Provinces</li> </ul>
Desired performance	<ul style="list-style-type: none"> <li>Sustained level of socio-economic status of Military Veterans community</li> </ul>
Indicator Responsibility	<ul style="list-style-type: none"> <li>DDG: CS</li> <li>DDG: SES</li> <li>DDG: ESM</li> </ul>



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