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DEPARTMENT OF MILITARY VETERANS

ANNUAL PERFORMANCE PLAN

The Department is mandated to administer the affairs of military veterans with dignity and compassion and to ensure that the unique needs of all military veterans are provided for as mandated.



military veterans

Department:
Military Veterans
REPUBLIC OF SOUTH AFRICA

• **Accountability** • **Empathy** • **Honour** • **Integrity** • **Respect** •

A NATION
THAT WORKS FOR ALL





military veterans

Department:
Military Veterans
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF MILITARY VETERANS

ANNUAL PERFORMANCE PLAN

2026-2027 Financial Year

The 2026-2027 Annual Performance Plan for the Department of Military Veterans was compiled with the latest available information from departmental and other sources.

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The Annual Performance Plan 2026-2027 is published on:
Website: <http://www.dmv.gov.za/>

RP414/2025

ISBN: 978-1-83491-408-4

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Executive Authority Statement: Hon M.A. Motshekga, MP, Minister of Defence and Military Veterans

The Annual Performance Plan (APP) 2026/27 Financial Year reflects the Department's shared strategic vision to continue leading the Military Veterans programmes, to ensure the implementation of the National Development Plan (NDP) Vision 2030. The APP 2026/27 financial year will continue to be guided by the goals and objectives of the NDP and the Medium-Term National Development priorities (MTDP) as a developmental vision of the country.

The Department's priorities for 2026/27 will be to ensure the effectiveness of DMV in realising mandate of the department by delivering benefits and services to Military Veterans. The Ministry of Defence and Military Veterans has appointed a Transversal Ministerial Task Team (TMTT) to implement, monitor and evaluate the turn-around strategy of the DMV, and to ultimately stabilise the Department. The mandate of the TMTT is to:-


- Hold extensive Stakeholder engagement to ensure resolution of issues impacting on delivery of benefits
- Facilitate review of legislation
- Bring together technical capacity to assist DMV deal with challenges of organisational structure and design, database verification and cleansing, and HR challenges.
- Serve as escalation mechanism for executive intervention on blockages, and
- To complement the work of the Technical Task Team of the Presidential Task Team.

As government, we are committed to ensure that all military veterans can fulfil their potential and live with dignity. In many cases, achieving this will require the courage to do things differently and readiness to adapt to changing needs.

The Ministry of Defence and Military Veterans recognises and embraces this need for change. It sets out the Department of Military Veterans' focus for the next financial year and the key social development initiatives that government is seeking to progress. The department has published the Pension and Burial Regulations to ensure that gaps that were identified in the old Regulations have been addressed and to further ensure that Pension benefit is sustainable.

The Ministry and the Department of Military Veterans is working on resolving the glitches relating to the provision of housing, education, and access to health facilities for the Military Veterans and their dependents where applicable as well as the skilling of Military Veterans in line with the Military Veterans Act No. 18 of 2011. The housing, education and healthcare regulations are being reviewed to improve the delivery of such benefits.

Department of Military Veterans Annual Performance Plan 2026/2027 Financial Year the realisation of the financial challenges facing Military Veterans particularly in the current difficult economic times. To avoid any further delays, Military Veterans are urged to register with the Department of Military Veterans on the database to qualify for benefits as per the Military Veterans Act No. 18 of 2011.



The Ministry is fully aware of the organizational, managerial and leadership challenges faced by the Department of Military Veterans which impact negatively on its ability and capacity to deliver services to the stakeholders. This is a matter that is being attended to with the assistance of the TMTT. The Department will maintain a strong focus on supporting more military veterans in their education, skills, and business development needs. We will continue to build strong pathways for military veterans and their dependents to fulfil their potential and to continue supporting those doing business to ensure the right support is available, at the right time, in the right way.

Furthermore, the DMV will remain strengthening its partnerships, with NGOs, private institutions, industry and military veterans' community groups, other government departments, and key stakeholders. With the strategic path outlined in this document, I believe that the DMV will continue to keep its foot on the accelerator, using innovation and a commitment to improve as we move forward.

I am satisfied that the information on strategic intentions provided by the Department of Military Veterans is consistent with the policies and performance expectations of government. Department of Military Veterans Annual Performance Plan 2026/2027 Financial Year. These plans that are expressed in this APP 2026/27, will be realised as we strive to change the lives of Military Veterans.



MS. M.A MOTSHEGA, MP

Executive Authority: Minister of Defence and Military Veterans, MP

Date: 26.03.2026



Accounting Officer Statement: N. Mafu, Department of Military Veterans

It is with a deep sense of responsibility and commitment that I present the 2026/2027 Annual Performance Plan (APP) of the Department of Military Veterans. This Plan outlines our strategic priorities, performance targets and measurable interventions for the year ahead, aligned to the Medium-Term Development Plan and the broader national imperatives articulated in the National Development Plan.

Since being appointed into the role of Acting Director-General of the Department of Military Veterans, it has been my main objective to steer this Department towards attaining its objectives, fulfilling its mission and achieving critical milestones. Central to this responsibility is ensuring that the Department operates with integrity, accountability and measurable impact in improving the lives of military veterans and their dependants.

The history of military veterans and the State in this country is a tumultuous one. With 30 years of freedom behind us and the Medium-Term Development Plan ahead of us, the Department finds itself at a crossroads. Hence the introduction of a Ministerial Task Team by the Honourable Minister M.A Motshekga — a decisive intervention aimed at strengthening governance, accelerating delivery and repositioning the Department to respond effectively to the needs of military veterans.

This Annual Performance Plan reflects a dual focus: inward strengthening and outward impact.

First, we commit to strengthening governance, legislation and institutional efficiency. Building a capable, ethical and developmental state requires improved delegation, enhanced oversight mechanisms and sound financial management. The Department will continue to refine its internal controls, review policies where necessary — including regulations for Housing, Military Veterans Pension and Burial Support benefits — and ensure that performance management systems are aligned to service delivery outcomes.

Secondly, we remain resolute in improving the socio-economic status of military veterans. In line with our legislative mandate, we will prioritise access to housing, healthcare, pension benefits, education and training, compensation, burial support, and dedicated counselling services. Particular attention will be given to addressing systemic challenges that have historically undermined delivery; especially beneficiary verification, infrastructure standards, intergovernmental coordination and fiscal constraints.

The housing programme, in provinces where oversight reports have identified shortcomings, will receive focused attention. Strengthened collaboration with provincial departments, improved beneficiary management systems and enhanced physical verification processes will underpin our corrective measures. Our goal is not merely the support for construction of houses, but the restoration of dignity and trust.

In healthcare, we will work closely with stakeholders to ensure improved accessibility, cost efficiency and continuity of care, while preparing for alignment with broader national health reforms. In education and skills development, we will seek sustainable funding models to expand opportunities for both veterans and their dependants. The Military Veterans Pension administration will be strengthened to ensure equitable access across provinces.



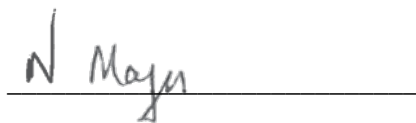
Thirdly, the Department will intensify efforts to facilitate economic participation for military veterans with skills support and business development support through partnering with relevant stakeholders. While the broader unemployment environment presents undeniable challenges, we will continue forging partnerships and improving internal capacity to expand economic opportunities.

This APP is therefore more than a compliance document — it is a commitment to measurable progress. It reflects lessons learned, risks identified and mitigation strategies already in motion. It acknowledges fiscal limitations while demonstrating a clear intention to maximise impact within available resources.

Above all, it recognises the sacrifices made by military veterans in service of our democracy. Our responsibility is to ensure that the benefits legislated for them are not theoretical entitlements but lived realities.

The year ahead demands discipline, cooperation and decisive leadership. With strengthened governance, focused implementation and renewed purpose, the Department will move beyond challenges and toward tangible outcomes that honour the contribution of military veterans to our nation.

I extend my appreciation to the Executive Authority, officials of the Department, intergovernmental partners and the military veteran community for their continued engagement and oversight. Together, we will ensure that the 2026/2027 financial year marks a year of consolidation, accountability and delivery.



MS. N. MAFU

Accounting Officer: Department of Military Veterans

Date: 24/03/2026

OFFICIAL SIGN-OFF

It is hereby certified that this APP 2026/2027 financial year:

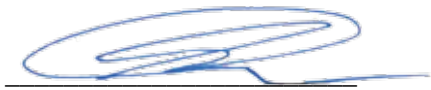
- Was developed by the management of the Department of Military Veterans under the guidance of the Honourable, M. A Motshekga;
- Takes into account all the relevant policies, legislation and other mandates for which the Department of Military Veterans is responsible;
- Accurately reflects the Impact, Outcomes and Outputs which the Department of Military Veterans will endeavour to achieve over the period 2026/2027 financial year.



S. SIYENGO

Chief Director: Strategic Planning, Policy Development, Research, Monitoring and Evaluation

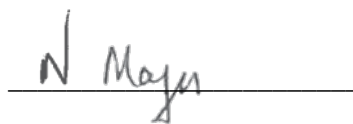
Date: 24/03/2026



S.I. NDLOVU

Chief Financial Officer

Date: 24/03/2026



N. MAFU

Accounting Officer: Department of Military Veterans

Date: 24/03/2026

Approved by:



HON. M.A MOTSHEKGA

Executive Authority: Minister of Defence and Military Veterans,

Date: 26.03.2026

INTRODUCTION

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 dependents, as well as policies and standards on heritage and empowerment programmes including those that contribute to nation-building and reconciliation.

The Annual Performance Plan for 2026/2027 financial year, encapsulates details on how the 5-year Strategic Plan (2025-2030) of the Department will be rolled out, and situates the financial year within the Medium-Term Development Plan (MTDP). The Annual Performance Plan is packaged into four parts as follows:

Part A: Focuses on the analysis of the Department's mandate with special emphasis on the updates to the relevant legislative and policy mandates and institutional policies and strategies over the financial year as reflected in the Strategic Plan.

Part B: Provides information on the Department's strategic focus wherein during the first year of the five-year planning cycle, the situational analysis will provides broad information regarding the internal and external environment of the Department and will be the same as reflected in the Strategic Plan.

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 pan.

The core elements reflected in the Annual Performance Plan of the institution's programme performance information include amongst others, the programme purpose, programme outputs, output indicators, targets, explanation of planned performance over the medium-term period, programme resource considerations, key risks, statutory bodies, infrastructure projects and Public Private Partnerships (PPPs).

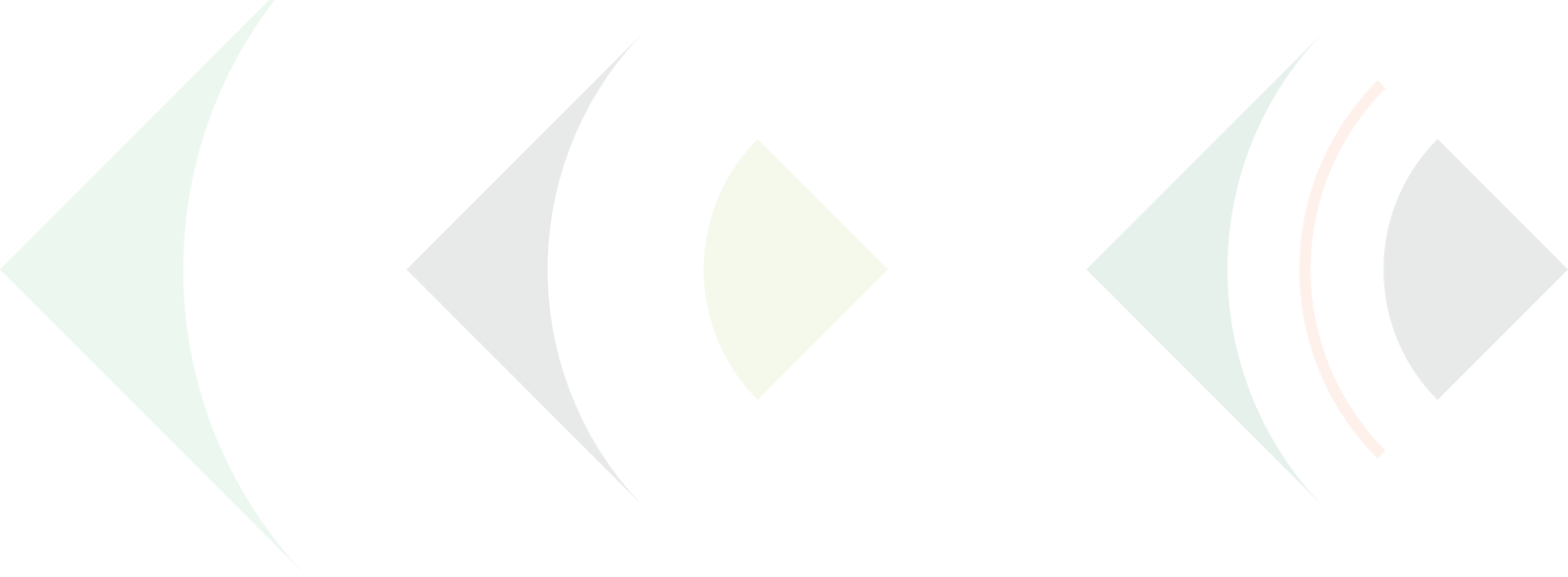
Part D: Provides the Technical Indicator Descriptions for each output indicator as contained in the Annual Performance Plan.

Part E: Provides the planning cycle of the department.



LIST OF ABBREVIATIONS AND ACRONYMS

APP	Annual Performance Plan
DBM	Database and Benefits Management
DDM	District Development Model
DHS	Department of Human Settlements
DMV	Department of Military Veterans
DoJ & CD	Department of Justice and Constitutional Development
DPSA	Department of Public Service and Administration
DSAC	Department of Sport, Arts and Culture
EA	Executive Authority
ESM	Empowerment and Stakeholder Management
GPAA	Government Pension Administration Agency
ICT	Information and Communications Technology
IT	Information Technology
IDMS	Integrated Database Management Systems
MoU	Memorandum of Understanding
MTDP	Medium-Term Development Plan
MTEF	Medium Term Expenditure Framework
NDHS	National Department of Human Settlement
NDP	National Development Plan
NHC	National Heritage Council
NSF	Non-Statutory Forces
NT	National Treasury



POSR	Provincial Offices and Stakeholder Relations
PTSD	Post-traumatic stress disorder
PTT	Presidential Task Team
SADF	South African Defence Force
SAHRA	South African Heritage Resources Agency
SAMHS	South African Military Health Service
SANDF	South African National Defence Force
SANMVA	South African National Military Veterans Associations
SDG	Sustainable Development Goals
SDM	Service Delivery Model
SES	Socio-Economic Support
SF	Statutory Forces
SITA	State Information Technology Agency
SLA	Service-Level Agreement
SP	Strategic Plan
ToC	Theory of Change





PART A: OUR MANDATE

**To provide
comprehensive
socio-economic
support to military
veterans and their
dependents.**

PART A: OUR MANDATE

1. Constitutional mandate: The RSA Constitution 108 of 1996

Table 1: Constitutional mandates

CONSTITUTIONAL MANDATE	RESPONSIBILITIES
The Constitution of the South Africa Act 108 of 1996 (Act 108 of 1996)	<ul style="list-style-type: none"> According to Chapter 2: Bill of Rights Sec 7 (1) it enshrines the rights of all people in our country and affirms the democracy values of human dignity, quality and freedom, The Constitution states categorically that everyone is equal before the law and must enjoy all rights in accordance with the values of human dignity, equality, human rights and freedom, non-racism and non-sexism, etc.
The Constitution of the Republic of South Africa, 1996: Chapter 2: Bill of Rights (Section 10):	<p>Human dignity:</p> <ul style="list-style-type: none"> Ensure that all Military Veterans enjoy their inherent dignity and the right to have their dignity respected and protected.

The Constitution of the Republic of South Africa, 1996, is the supreme law of the country and it binds all organs of state to ensure that values enshrined in Chapter 1 of the Constitution and the Bill of Rights as outlined in Chapter 2 applies to all and are binding in nature. Chapter 2 of the Constitution further reaffirms the democratic values of human dignity, equality and freedom that underpins and permeate the Military Veterans’ sustained agenda as derived from the Constitutional and legislative military veterans mandate and ensuring resource implications to inform the service delivery of justiciable and justifiable benefit flowing from Section 5(1) of the Military Veterans Act 18 of 2011.

More importantly, is the outlining of the principles of cooperative governance and intergovernmental relations as stipulated in Section 41 of the Constitution. The Section requires provision of effective, transparent, accountable and coherent government for the Republic as a whole, by all spheres of government and all organs of state.

To adhere to the principles of cooperative governance and intergovernmental relations as stipulated in Section 41 of the Constitution, are crucial in accelerating the DMVs institutional arrangements, to ensure the collaborative delivery on the mandate, as stipulated is Section 5(3) of the Act.

Section 5(3) bestows the following responsibilities to the EA of the DMV:- (a) the Minister has the responsibility, subject to available resources and any regulation that may be prescribed in this regard, to ensure that benefits are paid or provided to military veterans, either through the Department or through other organs of state and (b) all organs of state that are responsible for the payment or provisioning of benefits to military veterans are obliged to cooperate with the Minister and the Department in respect of the payment or provisioning of those benefits.



THE DMV HAS AS SPECIFIC ROLE AND MANDATE TO FULFIL. IT MUST DELIVER CERTAIN CORE BENEFITS AND SERVICES, WHILE THE REMAINING SET OF THE DELIVERABLES WILL BE RENDERED THROUGH LINE FUNCTION DEPARTMENTS.

The following are some of the sections in the Constitution that directly affect the 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. 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. 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. 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. DMV must take the necessary measures, within its resources to achieve the realisation of each of these rights.

SECTION 29

- provides that everyone has the right to Education – to a basic education, including adult basic education. 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. 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. DMV must ensure that efficient Administrative Justice is given effect to.

SECTION 195

- requires compliance with basic values and principles governing public administration. 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. DMV must ensure compliance with the prescribed framework to ensure effective procurement processes.

2. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

Table 2: Updates to the relevant legislative and policy mandates

Legislation	Key Responsibilities
Military Veterans Act 18 of 2011	To provide strategic direction on the execution of the Department of Military Veterans mandate. The act defines the responsibility of government in governing the affairs of the military veterans and the benefits available to Military Veterans.
Military Veterans Benefits Regulation, 2014	To provide guidance in terms of the administrative processes necessary for operational effectiveness and currency of the baselines in line with inflation.
The Promotion of National Unity and Reconciliation Act 34 of 1995	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.
South African Qualifications Authority Act (SAQA) 58 of 1995	Facilitate access to business-specific skills training and skills development for Military Veterans as well as SAQA and industry-approved business certificates.
Military Veterans Pension Regulations, 2023	To provide Pension to Military Veterans as prescribed in Section 5 (1) (h) of the Military Veterans Act 18 of 2011
The Military Pensions Act 84 of 1976	The Military Pensions Act 84 of 1976, provides for the payment of pensions and gratuities to or in respect of certain persons in respect of disablement caused or aggravated by military service for the medical treatment of such persons.
Government Employees Pension Law, 1996: (Proclamation 21 published in Government Gazette 17135 of 19 April 1996):	To make provision for the payment of pensions and certain other benefits to persons in the employment of the Government, certain bodies and institutions, and to the Dependents or nominees of such persons; to repeal certain laws, and to provide for matters incidental thereto.
Special Pensions Act 69 of 1996, as amended;	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)
National Housing Act 107 of 1997	In implementing the objective of Section 5(j) of the Military Veterans Act, the DMV has an Memorandum of Understanding (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
Skills Development Act 97 of 1998	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.
Public Finance Management Act 1 of 1999 - (Section 76)	To ensure that the Department adheres to the relevant Treasury Regulations.
Promotion of Administrative Justice Act 3 of 2000	Ensuring that just administrative actions are taken to ensure quality service delivery
Preferential Procurement Policy Framework Act 5 of 2000 (repealed by Public Procurement Act, 2024)	To enhance the participation of Historically Disadvantaged Individuals (HDI) 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.
National Health Act, 2003 (Act No. 61 of 2003)	Provides a framework for a structured health system within the Republic, taking into account the obligations imposed by the Constitution and other laws on the national, provincial and local governments with regard to health services.
Mental Health Care Act 17 of 2002	Policy for dedicated counselling services is being finalized to ensure that this benefit is provided efficiently and effectively
Allied Health Professions Act, 1982 (Act No. 63 of 1982)	- Provides for the regulation of health practitioners such as chiropractors, homeopaths, social workers etc., and for the establishment of a council to regulate these professions.

Legislation	Key Responsibilities
Public Audit Act 25 of 2002 (Public Audit Amendment Act)	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.
State Information Technology Agency (SITA) Amendment Act 38 of 2002	Sections 7(3) and &7(4) respectively, provides for the services provided by SITA to the DMV
National Small Business Development Act 26 of 2003	Establish a monitoring and evaluation mechanism of established Military Veterans' business enterprises and skills development interventions
National Health Act 63 of 2003	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.
Social Assistance Act 13 of 2004.	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.
Medical Schemes Act, 1998 (Act No.131 of 1998)	Provides for the regulation of the medical schemes industry to ensure consonance with national health objectives.
Military Pensions Act 84 of 1976	To provide for the payment of pensions and gratuities to or in respect of certain persons in respect of disablement caused or aggravated by military service; for the medical treatment of such persons
Compensation for Occupational Injuries and Diseases Act, 1993 (Act No.130 of 1993)	Provides for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, and for death resulting from such injuries or disease
Protection of Personal Information Act 4 of 2013	Ensuring compliance with this Act to ensure protection of such information.
Public Administration Management Act 11 of 2014	To promote the basic values and principles governing the public administration referred to in section 195(1) of the Constitution.
Policies	Key Responsibilities
2009, Ministerial Task Team Report on Military Veterans	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
Public Service Regulations, 2001	To assist the DMV in ensuring that the provision of strategic direction is conducted in line with relevant public sector policies.
Treasury Regulations, 2007	To ensure that departmental Strategic Plan and Annual Performance Plan are aligned with the planning prescripts. To ensure that DMV Monitoring and Evaluation is conducted in line with the relevant prescripts.
Revised Framework for Strategic Plans and Annual Performance Plan, 2018	To ensure that departmental SP and APP are aligned with the planning prescripts.
National Development Plan, 2011	Provide priorities to be implemented by the Public and private sector in order to chart a new path for our country by 2030.
National Evaluation Policy Framework, 2011	Provides a framework with which evaluation of Government programmes should be conducted to improve service delivery
Medium Term Development Plan (MTDP), 2024-2029	Provides outcomes which the Government should focus on during the 2019 electoral mandate.
Operations Management Framework	To ensure DMV services are provided in an effective way to the rightful beneficiaries through policy procedures.
Government Wide Monitoring & Evaluation Framework	Provide the framework for Monitoring and Evaluation within the department

Legislation	Key Responsibilities
Generally Accepted Compliance Practice Framework (GACPF)	GACPF on page 21 provides for the reasons for establishing an independent Compliance Function in an organisation: To comply with relevant legislations. To provide for a formal and structured monitoring of compliance.
General Regulations in terms of the Medical Schemes Act 131 of 1998	To guide on administration, membership, prescribed minimum benefits, limits to health benefits, claims management and the provision of managed health care services
Aspiration 1 Agenda 2063	Envisions a prosperous Africa based on inclusive growth and sustainable development to achieve this ambition, with one of the key goals for Africa being to ensure that its citizens are healthy and well-nourished and adequate levels of investment are made to expand access to quality health care services for all people.
Determination of Amounts in terms of the Military Pensions Act 84 of 1976	To facilitate payments of compensation for military veterans who have disabling injuries/trauma or diseases due to participation in military activities
White Paper on National Transport Policy 2022	To Provide safe, reliable, effective, efficient, environmentally benign and fully integrated transport operations and infrastructure that will best meet the needs of freight and passenger customers, improving levels of service and cost in a fashion that supports government strategies for economic and social development whilst being environmentally and economically sustainable.
2nd Draft National Public Transport Subsidy Policy 2021	It aims to contribute to the creation of a sustainable public transport system, and contribute meaningfully to the national drive to realise Sustainable Development Goals

3. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

The following are the most important policies and strategies the Department plans to continue and initiate in the five-year planning period:

3.1 Priorities of the International and Local development agendas

The National Development Plan (NDP) 2030 remains our long-term country plan towards 2030 and is aligned to our international commitments on the continent and globally.



a) The Sustainable Development Goals (SDGs) Agenda 2030

The support and recognition of military veterans is a core element of South Africa's socio-economic development agenda for the military veterans and their dependants. Military veterans represent a constituency that has made a significant contribution to the country's peace, democracy, and national security. However, many military veterans continue to face socio-economic vulnerability, including none to limited income opportunities, health challenges, insufficient access to education and skills development, psycho-social trauma such as Post-traumatic stress disorder (PTSD), homelessness, and social exclusion. In order to address these challenges the government of South Africa should not look at it as it is only a matter of national responsibility and correcting the injustices of the past, but also a crucial contributor to all-encompassing development and nation-building for the country.

The implementation of the Military Veterans Act 18 of 2011 in terms of the basket of comprehensive military veterans' benefits is therefore aligned with South Africa's obligations under the National Development Plan (NDP), the Medium-Term Development Plan (MTDP), and the global Sustainable Development Goals (SDGs). Specifically, in terms of the provision of social services, pensions, health and welfare benefits and economic empowerment opportunities contributes to **SDG 1: No Poverty** by reducing income insecurity and enhancing veterans' economic participation. Provision of healthcare access, psychosocial support, rehabilitation, and wellness programmes directly advances **SDG 3: Good Health and Well-Being**, while educational support in term of provision of bursaries to military veterans and their dependants, training interventions, and skills recognition programmes contribute to **SDG 4: Quality Education and life-long learning**.

Furthermore, the Department of Military veterans should targeted strategies with other stakeholders to ensure that there is support in employment placement for military veterans, entrepreneurship development, and access to procurement opportunities and these promote **SDG 8: Decent Work and Economic Growth**, supporting the reintegration of veterans into productive economic network and roles. Military Veterans are a constituency which has been historically advantaged and marginalised and in order to address historical marginalisation and disparities in service access amongst them also contributes to **SDG 10: Reduced Inequalities**, particularly in relation to military veterans from previously disadvantaged communities and women veterans who continue to face structural barriers in society vis a vis elite military veterans as well as women in that category.

In addition, military veterans were involved and contributed so much to peacebuilding, conflict resolution, community safety structures, leadership development, and civic participation and these contributes to and enhances social cohesion and strengthens public institutions, contributing to **SDG 16: Peace, Justice and Strong Institutions**. The Department of Military Veterans strives for successful implementation of empowerment programmes, and this can be accomplished only through collaborative action across government spheres, the private sector, civil society, and military veterans' associations, thereby advancing **SDG 17: Partnerships for the Goals**.

In this context, the Department's programmes do not only aim to provide welfare support, but also to honour the contributions made by military veterans, restoring dignity, enabling social and economic reintegration, and harnessing military veterans' leadership capabilities as an asset to the South African society. By aligning service delivery with the SDGs, the Department reinforces its commitment to inclusive development, social justice, and a resilient, cohesive society where military veterans are recognised, supported, and empowered to lead meaningful and fulfilling lives.

The DMV Strategic Plan is strongly aligned with national strategies which are the National Development Plan (NDP): Vision 2030, the government's Medium Term Development Plan for the 2024–2029 electoral period as well as the Executive Authority Priorities.

The overarching emphasis of the NDP and its five-year implementation plan is to eliminate income poverty and reduce inequality, by building on three pillars, namely Inclusive Economic Growth, Capabilities of South Africans, and a Capable State.

The Medium-Term Strategic Framework (MTSF) has been renamed to the Medium-Term Development Plan (MTDP) to align it with international counterparts. The MTDP will serve as the 5-year medium-term plan for the 7th Administration of the Government and the implementation framework for the NDP 2030. The **three MTDP strategic priorities** of the 7th administration are:

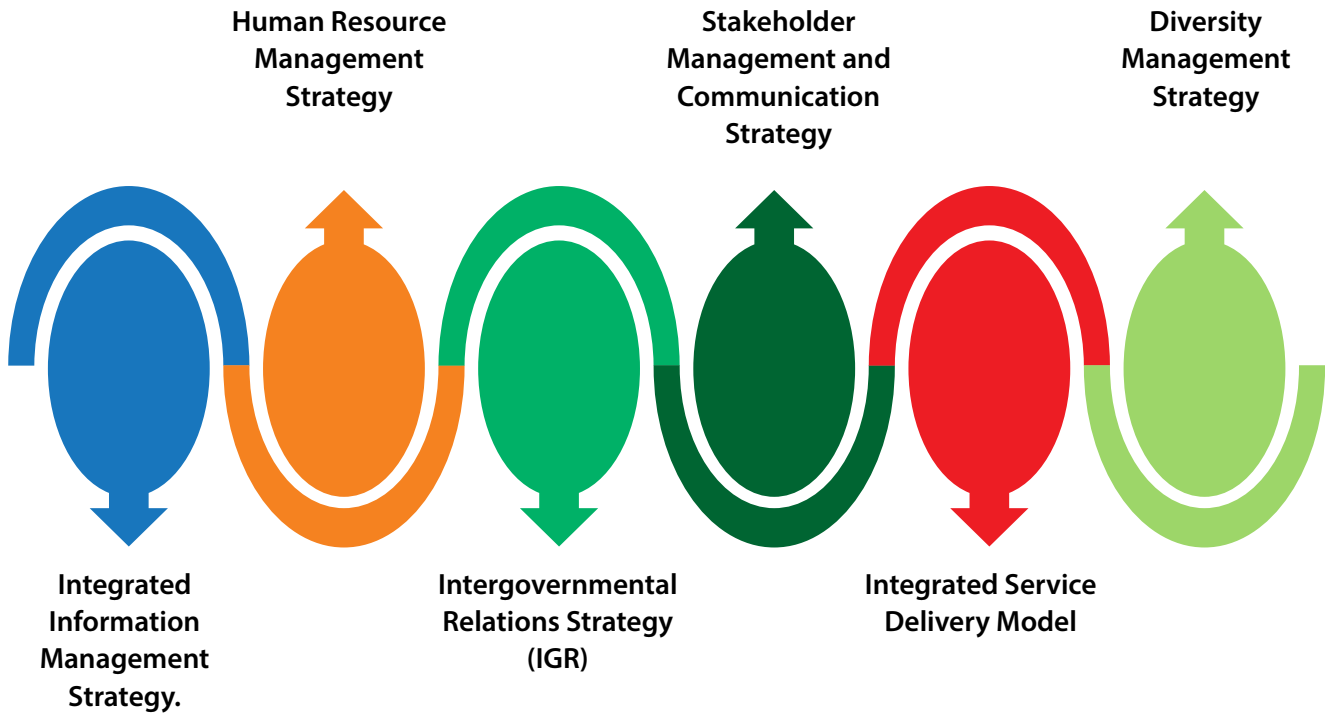
- a) Inclusive growth & job creation.
- b) Reduce poverty and tackle the high cost of living.
- c) A capable, ethical & developmental state.

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

3.2 Institutional Policies



3.3 Strategies



4. UPDATES TO RELEVANT COURT RULINGS

In the matter between: **MR. MANGALISO PETSE AND MINISTER AND DEPUTY MINISTER OF DEFENCE AND MILITARY VETERANS**

There is a court ruling and Judgment issued on 5 May 2022 in the matter between a military veteran, Mr. Mangaliso Petse and Minister and Deputy Minister of Defence and Military Veterans, the Department of Finance and the Department of Military Veterans. The order was issued against the Department to pay Mr. Mangaliso Petse monthly compensation payments retrospectively from 2016 until his death. The matter is currently being appealed, however if the court persist with its ruling, it would have dire financial and legal implications on other benefits.

In the matter between: **ZEAL HEALTH INNOVATIONS (PTY) LTD and MINISTER OF DEFENCE AND MILITARY VETERANS**

“The appeal of October 2022, against a judgment in favour of the Department of Military Veterans against Zeal Health Insurance, with regards to a tender for medical services to Military Veterans, the court found that the tender that was awarded by the Department to be Irregular and it was set aside, however the Department is seeking a review on certain aspect of the ruling and should the Department loose the review, there will be no anticipated impact on service delivery. This matter is sub judice.

The recent court rulings affecting the work of Empowerment and Stakeholder Management (ESM) Programme in relation to the South African National Military Veterans Association (SANMVA) are being managed.



PART B: STRATEGIC FOCUS

Our vision, mission and core values

PART B: STRATEGIC FOCUS

5. VISION, MISSION AND VALUES



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 dependents where applicable.

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



Figure 1: Core Values

6. UPDATED SITUATION ANALYSIS

6.1 External Environment

The DMV operates within a context that requires an analysis of both the internal and external environments within which it functions, 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 following situational analysis of the organisation is a result of the utilisation of various methods and tools to collect information related to the operations of the Department.

6.1.1 Poverty, inequality and unemployment in South Africa

South Africa as a nation, continues to face the persistent socio-economic challenges of poverty, inequality, and unemployment, collectively referred to as the “triple challenge” (National Planning Commission, 2012). These challenges are deeply rooted in historical structural inequalities and have significant impacts on vulnerable and marginalized populations. Military represent one such group that is disproportionately affected. Many military veterans experience social exclusion, limited access to economic opportunities, inadequate healthcare, and psychosocial challenges during and after transitioning from active service to civilian life (Department of Military Veterans, 2023). It is this objective that the Department continuously aim at improving the socio-economic conditions of military veterans, with a focus on sustainable poverty alleviation, employment integration, and inequality reduction.

Despite various legislative and policy frameworks established under the Military Veterans Act, 2011 (Act 18 of 2011), the Department continue to face significant implementation challenges that continue to hinder effective service delivery (Republic of South Africa, 2011). These include delays in benefit administration, fragmented coordination between government institutions from national to local spheres of government, and insufficient access to reintegration and mental health support (Khunou, 2020). As a result, many military veterans face unemployment, income insecurity, limited recognition of military-acquired skills, poor access to mental health support, and social isolation (Hutton & Shapiro, 2021).

The challenge of high unemployment amongst military veterans is due to the fact that many veterans, even in the advent of democracy, they continue to struggle in terms of transition into civilian employment due to skills mismatch, lack of recognition of military training, age barriers, or trauma-related difficulties.

Furthermore, many military veterans are without stable employment or adequate pensions, and these make them often fall into poverty. Some rely on state support or informal jobs.

Different groups of military veterans are faced with major disparities, (e.g., former liberation struggle soldiers vs. statutory force veterans) access benefits such as health care, housing, or education. Many feel excluded or under-supported and as a result, many military veterans fall into long-term poverty and rely heavily on the Department of Military Veterans (DMV) for social and economic assistance.

Given these challenges, the DMV need to improve service delivery by working more closely with other departments, adopting digital solutions, and updating policies to meet military veterans’ changing needs. Reducing poverty and unemployment among veterans is key to national stability, social unity, and inclusive growth.

6.1.2 The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analysis

The environment affecting South Africa's military veterans is characterised by strong legislative intent but hindered by financial constraints, bureaucratic inefficiencies, and fragmented coordination. Addressing economic exclusion, improving psychosocial support, and leveraging technology for service delivery are crucial for sustainable reintegration and empowerment of military veterans in South Africa.

a) Political Factors

Since the establishment of the Department of Military Veterans, which operates under the political mandate of the government, South African government demonstrates a commitment to supporting military veterans through legislative and policy instruments such as the Military veterans Act (Act No. 18 of 2011), which provides for social and economic benefits including healthcare, housing and education (Department of Military Veterans, 2025). However, persistent fiscal constraints and budget reductions by the National Treasury have hindered effective service delivery (National Treasury, 2023). In addition, coordination challenges among departments such as Human Settlements, Defence, and Social Development have weakened policy implementation. Advocacy groups and veteran formations have also exerted increasing pressure on government to improve accountability and accelerate the provision of benefits (Mashike, 2018).

b) Economic Factors

Economic inequality, high unemployment and poverty continue to affect a significant proportion of military veterans in South Africa (Stata SA, 2024). Majority of military veterans, particularly those from liberation army's such as Umkhonto we Sizwe (MK) and the Azanian People's Liberation Army (APLA), face economic marginalisation due to limited access to formal employment and lack of recognition of military-acquired skills in the civilian labour market (Seleti, 2020). The implementation of benefits such as pensions and healthcare is costly, and constrained fiscal conditions limit the sustainability of these programmes (National Treasury, 2023). Nonetheless, veterans possess valuable technical, leadership, and logistical skills that, if effectively harnessed through entrepreneurship and employment support programmes, could contribute significantly to local economic development.

c) Social Factors

Socially, military veterans face multiple challenges related to integration, identity, and well-being. Many experience psychological and emotional difficulties, including PTSD and depression, which affect their quality of life (Mabasa & Pienaar, 2019). Military veteran from different military backgrounds- South African National Defence Force S(ANDF), South African Defence Force (SADF), MK and APLA- often have divergent experiences, creating complexity in building a unified veteran identity (Mashike, 2018). Moreover, social exclusion and limited access to psychosocial support services exacerbate their vulnerability. Community based military veterans' support structures, however, offer opportunities for peer support and collective advocacy, which can be strengthened through government partnerships.

d) Technological Factors

The Department of Military Veterans has been over the years focusing on prioritisation of the creation of a comprehensive digital database of military veterans to enhance service delivery (Department of Military Veterans, 2025). However, challenges persist regarding data accuracy, verification, and access to digital infrastructure, especially among rural military veterans. Limited digital literacy and internet connectivity hinder military veterans ability to apply for benefits using online platforms. Emerging technologies such as telemedicine and mobile e-health platforms present opportunities to improve healthcare access for military veterans in remote areas (WHO, 2023). Moreover, digital systems such as geographic information systems (GIS) can enhance transparency in housing allocation and resource distribution for military veterans.

e) Environmental Factors

Environmental conditions also influence military veterans livelihoods and welfare. Many military veterans reside in rural or peri-urban areas with limited access to basic services and infrastructure (Stas SA, 2024). Climate change, including floods and droughts, poses further risks to housing, food security, and livelihoods. Integrating military veterans into sustainable agricultural and environmental programmes could provide both income and environmental benefits (Department of Agriculture, land reform and Rural Development, 2023). The promotion of green housing initiatives for military veterans also aligns with the national transitions toward a low-carbon economy.

f) Legal Factors

The legal environment for military veterans is primarily governed by the Military Veterans Act (2011) and its accompanying Military Veterans Benefits Regulations (MVBR, 2014). While the Act outlines entitlement, challenges remain with the verification of beneficiaries and enforcement of compliance (Department of Military Veterans, 2025). Administrative inefficiencies and disputes regarding eligibility have resulted in delays in service delivery. Employment equity legislation and preferential procurement frameworks create opportunities for military veterans'-owned enterprises, but implementation remains uneven (Public Service Commission, 2021). Strengthening legal oversight and ensuring consistency in applying military veterans benefits remain critical to the sector's stability and fairness.

6.1.3 The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the DMV

The following external and internal burning platform issues must be addressed during the 2026 financial year:

Table 3: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ○ Financial Resources: The availability of a budget and financial resources that allow the DMV to deliver on its mandate and provide benefits to military veterans. ○ Resilience: The resilience of the department in continuing to provide services, even under difficult conditions and with limited capacity. ○ Mandate to Serve Veterans: The opportunity and responsibility to champion the mandate of supporting those who contributed to the liberation struggle. 	<ul style="list-style-type: none"> Human Resources <ul style="list-style-type: none"> ○ No permanently appointed Director-General and vacant posts not filled. ○ Inadequate IT systems and infrastructure ○ Toxic organisational culture Governance <ul style="list-style-type: none"> ○ Lack of consequence management ○ Policies not reviewed timeously Lack of stakeholder engagement with statutory bodies (SANMVA, Appeal Board, Advisory Council)
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Brand Repositioning: The opportunity to change the negative perception of the DMV by improving its commitment to delivering services ○ Technological Advancement: Adopting advanced IT systems to enhance service delivery, streamline operations, and improve efficiency. ○ Stakeholder Collaboration: Strengthening and expanding relationships with stakeholders, including government departments, private sector entities, and international partners, to better serve military veterans. 	<ul style="list-style-type: none"> ○ Increasing expectations from the military veteran community and parliamentary oversight bodies on the operations of the Department ○ Impact of global warming resulting in changing weather patterns affecting socio-economic conditions of military veterans ○ Litigations against the Department. ○ Inadequate ICT infrastructure makes the Department vulnerable to threats of cyberspace

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ○ Legislative and Organizational Review: The chance to review and redesign legislation and organizational structures to align with current priorities and improve service delivery. ○ Decentralization: Leveraging decentralization by making effective use of provincial offices and local resources to enhance service accessibility for military veterans. ○ Political Support: Capitalizing on the political will and support from executive authorities to advance the DMV's mandate. 	<ul style="list-style-type: none"> ○ Fraud and corruption – unclear Military Veterans' database. ○ Lack of approved organisational structure not responsive to the mandate of the Department ○ Military Veterans' Pension Benefit misalignment resulting in material fiscal risk and sustainability concerns.

6.1.4 Demand for services

The Department of Military Veterans (DMV) is facing rising demand for services due to socio-economic challenges, demographic shifts, and greater awareness among military veterans of their rights.

South Africa's high levels of poverty, unemployment, and inequality, as noted in recent World Bank (2025) and Stats SA (2023) reports, have intensified the need for state support across vulnerable populations — with military veterans among the most affected. Many veterans, especially those from previously disadvantaged or non-statutory forces, lack access to basic services and sustainable income, making them increasingly reliant on DMV programmes.

The Department of Military Veterans plays a facilitation and coordination role in ensuring that military veterans access socio-economic support and benefits through partnerships with national, provincial and local spheres of government, public entities, and the private sector. This includes coordinating the delivery of services related to healthcare, education support, housing, skills development and economic empowerment. The Department also implements outreach and awareness programmes aimed at informing military veterans and their dependants of their rights, benefits and available services, including targeted community engagements, information sessions and planned public lectures.

KEY DRIVERS OF INCREASED DEMAND:

Socio-Economic Challenges:

The continued impact of unemployment (33.2% in 2025) and poverty (affecting 68.1% of the population) has led to a surge in applications for housing, healthcare, and social relief support (World Bank, 2025). Military veterans unable to find employment after service depend on DMV's skills development and business empowerment programmes to rebuild their livelihoods.

Aging Veteran Population:

An increasing number of military veterans are reaching retirement age or suffering from service-related health complications, increasing demand for long-term healthcare, frail care services, and pension support.

Increased Registration and Awareness:

Improved outreach, communication, and the rollout of the Military Veterans Database have led to higher numbers of veterans becoming registered and applying for services.

As more military veterans become aware of their benefits under the Military Veterans Act (Act No. 18 of 2011), the volume of service requests continues to rise.

Dependents of military veterans:

There is growing demand for education support for dependents of military veterans, including bursaries for primary, secondary, and tertiary education.

Military veterans' families increasingly seek housing and medical assistance, especially where the veteran is deceased, unemployed, or incapacitated.

Core DMV Services in High Demand:

- **Healthcare Access:** including medical aid subsidies, hospital referrals, and mental health support.
- **Housing:** fully subsidised or partially funded housing for indigent military veterans.
- **Education Support:** bursaries for veterans and their dependents at all education levels.
- **Skills Development & Empowerment:** training programmes and mentorship.
- **Pension and Social Relief:** financial assistance to military veterans unable to support themselves.
- **Burial Support:** dignified burial services for deceased veterans.

Implications for DMV Planning and Resources:

The increasing demand presents a major challenge for the DMV in terms of budget allocation, human resource capacity, and infrastructure development. Without strategic planning and interdepartmental collaboration, the department may struggle to meet its obligations under the Military Veterans Act.

To manage this demand, the DMV must:

- Prioritise digital transformation to streamline service delivery.
- Improve database accuracy and verification to avoid duplication or fraud.

Strengthen partnerships with departments such as Health, Human Settlements and Social Development. Secure increased funding allocations and ensure efficient use of current resources.

6.1.5 Performance Delivery Environment

SERVICE DELIVERY ENVIRONMENT

The provision of services is the cornerstone for the improvement of quality of life and human dignity. The Department derives its mandate from the Military Veterans Act (Act No. 18 of 2011).

The mandate further explicitly denotes the Department to dispense and facilitate benefits so as to improve the socio-economic standard of living of military veterans and their dependants.

This mandate is of paramount importance in the realisation of the objective of recognising and entrenching the restoration of dignity, and appreciating the contribution of military veterans to our freedom and nation building. Through the mandate, this account presents the extent to which the Department has supported the delivery of benefits to military veterans during the 2024/2025 financial year, in line with the Executive Authority (EA) priorities.

The Department is mandated to administer the affairs of military veterans with dignity and compassion and to ensure that the unique needs of all military veterans are provided for as mandated. The mandate of the Department is of paramount importance for the realisation of assisting military veterans in attaining a better life.

During the 2024/2025 financial year, reporting on both financial and non-financial performance was of paramount importance in measuring the performance of government institutions. Non-financial information is essential for assessing progress towards predetermined service delivery or performance targets. Performance information allows for a results-based management approach, where results or performance can be measured in order to recognise success and failures, and to adjust the strategy accordingly.

The overview of performance during the 2024/2025 financial year is packaged under performance in terms of the Executive Authority's Priorities as follows:

PRIORITY 1: STRENGTHENING GOVERNANCE AND OVERSIGHT PROTOCOLS TO GIVE EFFECT TO THE PROVISIONS OF THE ACT

This priority embraces the NDP Chapters 13 and 14 .

The Military Veterans Act (Act No. 18 of 2011) established the governance structures and institutions to provide advice to the Executive Authority on the delivery of justiciable and justifiable socio-economic services to military veterans. The Act and delegated legislation have created three organs of state that report to the Executive Authority. These are the Advisory Council (AC) on Military Veterans, the Appeal Board (AB) and the Umbrella Association representing military veterans associations nationally, and referred to as the South African National Military Veterans Association (SANMVA).

During the 2024/2025 financial year, DMV governance and oversight protocols were not effective due to delays in appointing new members or leadership in those organs of state. Members of the Advisory Council Committee and Appeal Board have since been appointed.

The Audit Committee is an oversight body that is obligated to assist management in carrying out its responsibilities as they relate to the Department in terms of

- Financial, management and other reporting practices;
- Internal controls and management of risks;
- Compliance with laws, regulations and ethics

The Audit Committee also ensures that Internal Audit function in the Department performs its responsibilities effectively and efficiently. This function has fortunately been restored through the appointment of five members by the Executive Authority to effect the performance information assessments during the period under review.

Despite the above challenges, in order to ensure accountability, the Accounting Officer ensured that DMV maintains and implements all Ministerial, Cabinet, Parliamentary, and Cluster decisions relevant to the DMV.

PRIORITY 2: TO PROVIDE COMPREHENSIVE SUPPORT SERVICES TO MILITARY VETERANS AND WHERE APPLICABLE, TO THEIR DEPENDANTS.

This priority embraces NDP Chapters 3, 14 and 15

The Priority is linked to section 5 of the Military Veterans Act (Act No. 18 of 2011) and captures Education, training and skills development; Acquiring of health care and wellness centres; Access to health support; Subsidisation or provisioning of public transport; and Pension, housing and burial support.

Education, training and skills development

The Department will change its approach regarding the measurement of its outputs in terms of bursaries and skills programmes provided to military veterans and their dependents during the period under review

Instead of targeting a somewhat arbitrary number, which the Department has limited control of, a percentage of eligible applicants will be adopted as a basis of performance measurement. The recent underperformance was due to the fact that the performance target was based on projected new bursary intakes, however, no new intake decisions were made during the financial year due to financial constraints.

This meant that the Department did not have full control of bursaries target due to the fact that such decision would have been taken by the Executive Authority. As a result, bursary allocations were limited to continuing beneficiaries rather than accommodating new applicants.

Access to health support

During the period under review, a total of 252 (101%) military veterans were approved to access healthcare services through South African Military Health Service (SAMHS) facilities and/or SAMHS outsourced services against the annual target of 250. In terms of the demographics persons with disability accounted for 6 (2%) while females accounted for 34 (13%) of the total military veterans approved to access healthcare services during the period under review. As of 31 March 2025, the cumulative number of active military veterans approved to access the healthcare benefit stood at 17 943. Including deceased beneficiaries, the cumulative total reached 21 078.

At the beginning of implementing the healthcare benefit in 2012, majority of military veterans were in their 40s and 50s but now about 47% of them are above the age of 60 and are at risk of age-related conditions and non-communicable diseases. To mitigate these risks in pursuit of improved health outcomes, the DMV continues to provide support programs like access to frail care services, home based care services, assistive devices, and patient transport to those with mobility challenges. Additional to these support programs.

In the 2026/27 financial year, the DMV considers strengthening its capacity for accessibility of the services and efficiencies through participating in the envisaged reviewed SAMHS healthcare service delivery model as well as explore acquiring of a sustainable, efficient and cost effective healthcare delivery model while awaiting the implementation of the NHI .

The spiralling healthcare related expenditure prompted the currently underway review of regulations governing this benefit, to ensure that the benefit is provided to deserving military veterans, in an effective and efficient manner. Deliberately the DMV has included a new performance indicator for review of the healthcare service delivery model to ensure comprehensive sustainable delivery of this benefit.

The highest proportion of military veterans authorized to access healthcare per province remains unchanged and is aligned to the proportion of military veterans registered in the military veteran's database. Urban areas like Gauteng province, followed by Western Cape, and the Eastern Cape remain in the lead between 12% and 26%. The rest of the provinces have the lowest number ranging between 3% and 6%.

The decline in number of military veterans authorized to access due to attrition, policy direction implemented in 2018. Targets will continue to be monitored in line with trends during the 2026/27 financial year , to inform target adjustments or related policy imperatives over the MTEF period.

Dedicated counselling targets will be slightly adjusted in 2026/27 financial year and aligned to the slight but consistent increase in demand for this benefit. The noted increased demand for this benefit despite treatment, dictates that the DMV is indeed in need of a comprehensive managed healthcare service delivery model with capacity to handle these complex nuances not fully catered for in the current model. For the period 2024/25 financial year, the Department managed to provide 607 number of military veterans and dependants with this benefit.

The compensation benefit is expected to continue along the same trends during the MTEF period. Despite having pushed clearing backlog from the previous years, there is a possibility that applications for this benefit might be received from military veterans currently undergoing the verification process for inclusion in the national DMV database. In 2024/25 financial year, 153 were assessed and approved for compensation benefit.

Challenges experienced in the implementation of the healthcare benefits

Provision of the healthcare benefit is primarily as a result of the following impediments relating to current service delivery model:

- Lack of easy access to the healthcare facilities due limited national footprint of the SAMHS healthcare facilities, thus leading to an increase in unmonitored outsourcing of services
- Lack of Managed healthcare capacity in the current service delivery model hence the escalating costs
- Inability to manage the provision of services at an appropriate level of care
- No visibility of the impact of services or the related health outcomes.

Mitigation over the medium-term period to address the identified sub-program challenges

- Explore acquiring a model will ensure services are accessible and provided in an efficient manner through case management services and integrated ICT systems, while awaiting the implementation of the National Health Insurance (NHI).
- Healthcare regulations are being reviewed and are currently at an advanced stage to ensure that the benefit is provided to the most disadvantaged.
- Strengthen relations with the National Department of health for coordinated care especially at primary healthcare level.

Facilitation of employment placement

The Department is mandated to assist unemployed military veterans with facilitation of employment placement opportunities (jobs). During the period under review the Department planned to facilitate 30 employment placement opportunities for Military Veterans. However, about 9 facilitation of employment placement opportunities was done during the period under review which translates to 30% achievement of targets against plan.

Over a number of years there has been sustained under-achievement in the performance of facilitation of employment of MVs. The main reasons for this under-performance can be pinned to three key constraints: (1) Due to the employment moratorium placed on the Department, there is no human resource at DMV Head Quarters that is assigned to drive this KPI; (2) The achievement of this Key Performance Indicator (KPI) is entirely outside the control of the Department, thus relying on external stakeholders to assist the Department; (3) The job market in the country is highly depressed, more so for elderly groups in which many Military Veterans (MVs) fall. Job are hard enough to find for the youth where the attention is often placed.

Despite these serious challenges, the Department will review the current approach of implementing the benefit in the MTEF period. The Department will enhance the use of its existing human resources under Provincial Offices and Provincial Offices and Stakeholder Relations (POSR).

Facilitation of or advice on business opportunities

A total of 110 Military Veterans businesses were provided with access to business facilitation Department during the 2024/2025 financial year.

The Department has changed its approach towards implementation of fewer, but high-impact projects that will result in enhanced empowerment of businesses owner by Military Veterans. During the 2026/27 financial year, three impactful projects will be implemented. As in the facilitation of employment, the role of POSR will again play a significant role in plugging the resource gap and ensuring success of the Department. This approach will address the concern that in the past the many support measures did not result in meaningful empowerment.

Subsidisation or provision of public transport

There has been a slow progress towards cooperative governance in the provision of this benefit. The reason for the slow progress in the provision of the subsidized public transport is that there no practical modalities for the provision of this benefit. The public transport system and infrastructure in the country is not well equipped and integrated to enable the DMV to make any significant progress.

The Subsidised public transport benefit is not yet implemented however there will be an exercise to collect relevant data and information towards policy development and finalisation of such a framework in coordination with the Department of Transport, National Treasury, and relevant public transport entities. In addition, the scope of the study has been refined to focus on viable, cost-effective options, and procurement processes have been streamlined to avoid further delays.

The feasibility study will be completed within the 2026 MTEF period, and that its outcomes will provide a sound basis for informed decision-making on subsidised public transport support for military veterans.

Housing

During the past 5 years, the department has not been able to meet its planned target on the housing benefit mainly due to slow access to housing opportunities for military veterans. The DMV is in partnership with the Department of Human Settlements on the delivery of newly built houses and mortgage bond subsidy applications are handled internally in the DMV. Several challenges beyond the control of the programme continue to affect the programme to deliver on its mandate.

The Department plans to deliver 250 newly built houses to military veterans during 2025/26 financial year, however during 2026/27 financial year the unit will reduce this target to 150 as the review of the regulations on housing will propose increasing the benefit threshold and mean test threshold which have not changed in 2015. Through the Service Delivery Model (SDM), the unit has proposed that the administration of newly built houses be decentralised to Provincial Departments of Human Settlements that have the capacity including proximity to military veterans. This will also assist to remove the duplication of application process and will go a long way in improving the turnaround time in the administration and delivery of houses to deserving military veterans

The dependency on DHS to build houses for military veterans as its constitutional mandate is one of the main contributors for the DMV's inability to achieve its set targets therefore, during the MTEF, the department will review how to make the current application processes as seamless and quicker for military veterans to access this benefit directly through the DHS which has an extensive footprint in all provinces and regions in the country.

The lack of an ICT integrated support system in the DMV is continuing to be a major challenge in the manual administration of benefits. As the housing benefit is means tested in line with Section 3(c) of the Military Veteran’s Act 18 of 2011, this is very difficult to conduct effective verification of information provided during the application process as the DMV is not able to interface with other government systems to make an accurate determination in certain instances. The Department of Human Settlements has an extensive system, Housing Subsidy System (HSS) and other associated sub systems as one of the key instruments for the governance of housing subsidies and DMV has to continually rely on Department of Human Settlements (DHS) to verify some information which is time consuming and contributes to administrative delays in the housing administration for military veterans.

The mortgage bond settlement benefit as part of the current housing benefit will also be reviewed during the 2025/26 financial year and be removed as a stand-alone as the unit will review the regulation to ensure that there is implementation of the First Home Finance programme (previously known as Finance Linked Individual Subsidy Programme (FLISP) implemented by DHS. The First Home Finance is extensive and allows middle income earners who may do not qualify for newly built houses and some may not qualify for financial assistance through financial institutions to secure houses.

As the roll out of the pension benefit continued during 2024/25 financial year, Government Pensions Administration Agency (GPAA) noted certain administrative challenges which were brought to the attention of the DMV These include exclusion of deceased dependents and spouses of deceased military veterans, lack of means-test etc.

During the 2025/26 financial year, in consultation with various stakeholders including GPAA, National Treasury, Advisory Council etc the DMV embarked on a process to review the current 2023 Military Veterans Pension Regulations to ensure that the benefit is affordable to the state and also address other gaps identified.

During 2024/25 the demand for the pension benefit increased dramatically such that the allocated funds were insufficient to pay all approved applicants. During February 2025, GPAA was directed by the DMV Accounting Officer not to process new applications for payment. This was after an effort to secure additional funds for NT which were unsuccessful. This directive has continued during 2025/26 financial year as the allocated budget of R1 49M is still insufficient to pay pension to all those already approved to qualify for the benefit. The Executive Authority has been engaged for intervention to secure additional funds as the internal process to source additional funds within the DMV is also not yielding the desired result.

The review of the Pension Benefits Regulations was finalised during quarter 1 after these consultations . The regulations were gazetted on the 25th July 2025 for public comment and all inputs received were consolidated and presented to the Executive Authority for further guidance. It expected that these regulations will be approved for implementation by the end of 2025/26 financial year. This will then enable the benefit to be means tested and implement other exclusions towards affordability and sustainability of the benefit.

As at September 2025

Total applications received	:	24 941
Total finalized	:	7 995
Total approved	:	6 548
Total paid	:	4 375
Total not approved	:	1 447
Total approved but not yet paid	:	2 928
Total applications not yet finalized	:	16 945

Due to the complexity of public transport system in the country, the expertise of the Department of Transport and other stakeholders will be sourced to develop a comprehensive and affordable strategy on subsidised public transport benefit for deserving Military Veterans during 2026/27 financial year. The Department of Transport reviewed the White Paper on Transport policy, and this document will also form part of the consultation process with stakeholders on the alignment of the Strategy and policy development. Currently there is no approved government policy on subsidisation on public transport however, through stakeholder engagement is expected that the strategy will be approved before the policy is developed by the department.

To improve access to information and create better understanding of the benefits, the programme is developing a comprehensive information booklet to educate and inform potential beneficiaries on the qualifying criteria for the housing and pension benefits as policy reviews for both benefits will be addressed during the MTEF period.

The Department is currently working on ensuring that there is enabling legislation, regulations, policies, relevant systems, infrastructure and organisational design to ensure an effective and efficient functional department with capable human capital that will assist to improve service delivery to the Military Veterans.

The programme does not have sufficient human capacity to deliver on the demand on all the benefits as expected and as such once the service delivery model has been finalised, this will give effect to the organisational structure which will inform the human capacity requirements for the programme. The absence of ICT support systems in the administration and disbursement of benefits continues to be a challenge as manual processes are demanding and pose risks of errors and omissions.

The current financial resources for the pension benefit also insufficient and the programme will ensure implementation of the reviewed regulations to ensure affordability and sustainability of the resources. The programme will also review the planned target to align to the allocated financial resources. On all benefits women and persons with disabilities remain a priority as vulnerable groups.

Externally, there are promising housing opportunities to enhance the housing program's effectiveness. Forums for stakeholder engagement, such as the Provincial Steering Committee, National Joint Coordinators quarterly meetings provide valuable avenues for inclusive policy development. The availability of a centralized digital platform (HSS) through the Department of Human Settlements—used for managing housing applications, subsidy approvals, and beneficiary tracking—offers a means to streamline processes and improve transparency. Furthermore, public-private partnerships present a potential avenue to expand housing delivery capacity and reach.

Despite these opportunities, the program faces notable threats. Delays and unmet expectations have led to growing dissatisfaction among veterans and increased public scrutiny. Inadequate housing standards risk triggering constitutional complaints, which could undermine the credibility of the initiative. Additionally, limited access to suitable land poses a significant barrier to the expansion of housing projects.

The continued lack of employment opportunities put military veterans vulnerable to lack of food security and access to economic opportunities. This is seen through the increasing demand on the pension benefit which is becoming unaffordable and unsustainable for the department to disburse.

During the period under review, 115 newly built houses were provided to military veterans. Out of the 115 houses build, only 2 houses were allocated to women, which is 1.7% of total allocation. This performance fell short of the annual target of 225 houses, with a shortfall of 110 units, or 49%.

The distribution of newly built houses for military veterans by province is shown below:

- Limpopo built 45 (39%) number of houses which is the highest as compared with other provinces.
- Followed by KZN with 36 (31%) houses.
- North West; EC; Mpumalanga and Gauteng build fewer houses ranging between 6 and 11 houses. Western Cape; Northern Cape and Free State did not build any houses for Military Veterans during the period under review.

During the 2024/2025 financial year, the DMV received applications to settle mortgage bonds as part of the housing benefit, and 27 were approved for settlement to the value of R3,3 million. Many mortgage bond applicants did not meet the qualifying criteria as outlined in the Military Veterans Regulations.

The program benefits from strong legislative support, ensuring its foundation is firmly rooted in law. A dedicated department, the Department of Military Veterans (DMV), has been established with a clear mandate to deliver housing and other essential benefits to military veterans. Annual housing targets, such as the goal of delivering 250 houses in the 2025/26 financial year, are embedded in national expenditure plans, providing a structured framework for implementation. Additionally, the integration of benefits like skills development contributes to a holistic support system that empowers veterans beyond just housing.

However, the internal environment also presents several challenges. Delays in finalizing housing policy and regulations have created inconsistencies in implementation. The continued reliance on manual processes hampers operational efficiency and increases the risk of administrative errors. Budgetary constraints and limited capacity further restrict the scale and pace of housing delivery. Moreover, coordination between the DMV and the Department of Human Settlements remains a persistent challenge, affecting the seamless execution of housing programs.

There are promising opportunities to enhance the program's effectiveness. Platforms for stakeholder engagement, such as the Provincial Steering Committee, provide valuable avenues for inclusive policy development. The availability of a centralized digital platform (HSS) through the Department of Human Settlements—used for managing housing applications, subsidy approvals, and beneficiary tracking—offers a means to streamline processes and improve transparency. Furthermore, public-private partnerships present a potential avenue to expand housing delivery capacity and reach.

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Compensation

During the period under review, 153 military veterans were approved for the compensation benefit. This performance was largely attributed to the reinstatement of the SAMHS medical panel, which had been inactive for approximately three years due to resource constraints and disruptions during the COVID-19 period. The absence of the panel had previously halted the processing of applications, leading to a significant backlog.

With the panel now fully operational, the Department successfully cleared outstanding assessments and responded to an increase in new applications from eligible military veterans. This marks a significant recovery in the delivery of the compensation benefit and highlights the strengthened collaboration between the DMV and SAMHS. With regards to the disaggregation by gender, out of a total of 153 persons with disabilities, males accounted for 87% (133 individuals), while females represented only 13% (20 individuals).

Pension

The Department planned to assist 4 000 Military Veterans and their dependants to receive pension benefits. During the 2024/25 financial year, 4 378 Military Veterans and their dependents received pension benefit. The over-achievement in the number of pension beneficiaries was due to the successful clearance of a backlog that developed after the finalisation of the Pension Benefits Regulations in October 2023. Although the implementation began slowly, the Department, working closely with the GPAA, put recovery measures in place to process both new and arrear applications. This strategic catch-up effort contributed to a higher-than-targeted performance by year-end and demonstrated the Department's responsiveness in rolling out this critical socio-economic intervention.

Out of a total of 4 378 military veteran beneficiaries, 151 individuals (3.4%) were identified as persons with disabilities receiving pension benefits. An analysis of the pension benefit among military veterans with disabilities by gender during the period under review shows a significant gender disparity. Out of a total of 151 persons with disabilities, males accounted for 92%

(139 individuals), while females represented only 8% (12 individuals).

Burial support

The Department continued to deliver this essential service in response to the needs of military veterans and their families. A total of 408 bereaved families were supported with burial assistance, while 206 tombstone claims were approved and paid. This reflects the Department's commitment to preserving the dignity of military veterans through dignified burial and memorial support, even outside the constraints of planned targets. The provision of these services highlights the Department's responsiveness to military veterans community needs and its role in upholding social cohesion and honouring military veterans legacy.

The Department will also pay great attention towards ensuring that payments to families and service providers are paid within 30 days, a payment period to which government has committed itself.

PRIORITY 3: PROMOTING EMPOWERMENT PROGRAMMES FOR AND OF MILITARY VETERANS

The priority embraces NDP Chapters 3, 14 and 15.

This priority encapsulates initiatives that embrace the widening of access to economic participation to military veterans. This includes utilisation of preferential procurement mechanisms with the DMV and other social partners. The Department continued to provide skills programmes and related activities to ensure that military veterans contribute positively to mainstream economic activities. A total of 110 military veterans businesses were provided with access to business facilitation by the Department during the 2024/25 financial year.

In 2024/25 the Department entered into three strategic partnership agreements to mobilise empowerment support from government departments and other stakeholders. This year the private sector will be targeted, in particular, the multi-nationals operating under the Defence Industry banner. Such strategic relationships will be aimed at addressing both the business empowerment and well as employment creation objectives.

PRIORITY 4: PROMOTION OF MILITARY VETERANS' HERITAGE AS WELL AS MEMORIALISATION AND HONOURING

This priority embraces NDP Chapters 14 and 15.

During the period under review, 4 memorial lectures were conducted. Two memorial lectures were held during Quarter 2 for Azanian National Liberation Army Military Veterans' Association. (AZANLAMVA) (Monakenyane Thabang Cobra Motlosi) in Free State Kroonstad on the 07 September 2024, and for APLAMVA in East London on 21 September 2024.

During Quarter 3, a memorial lecture on the life of the founder of Pan Africanist Congress, Robert Mangaliso Sobukwe, was presented by Mr Xola Tyamazshe through a live broadcast on DSTV channel 260 on 19 December 2024 in Gqeberha. During Quarter 4, a memorial lecture was held for Mr Mzwamadoda Pinky Mpindi and Ms Nombini Mildred Boo in Gwiligwili Village in Amathole District Municipality, Eastern Cape.

The Department also attended and supported the Battle of Delville Wood commemoration held in Cape Town on 21 July 2024 and supported the Battle of Square Hill commemoration held in Eersterust, Gauteng, on 22 September 2024. Furthermore, the Department attended and supported the Annual EL Alamein Memorial lecture service in Cape Town on the 20th October 2024 and 104th National Civic Sunday Remembrance Service and Wreath-laying Ceremony in Johannesburg on 10 November 2024.

Forty Two (42) remains were repatriated from Zambia and Zimbabwe, and both countries held their handover ceremony on the 25th September 2024. South Africa held its homecoming ceremony on 25th September 2024 at Waterkloof and the government held its launch of the programme on 27 September 2024 at Freedom Park. The reburials of the repatriated took place in different provinces during the period under review.

In addition, the Department facilitated one memorial site which is to be erected in the Limpopo Province. The under-achievement in the facilitation of the other two memorial site was due to engagements that took longer than expected with relevant stakeholders. The Department will in the next financial year follow-up with the relevant stakeholders and explore other avenues to deliver on this mandate.

PRIORITY 5: MAINTAIN THE CREDIBILITY AND SECURITY OF THE NATIONAL MILITARY VETERAN DATABASE

This priority embraces NDP Chapter 13.

A total of 1 678 confirmed Military veterans were registered in the database during the period under review. The performance was high than planned. This was due to the registration of hero/heroines list from the report from the Department of Sport, Arts and Culture (DASC) which recommended that they be registered on the military veterans database. Furthermore, the introduction of the pension benefit also resulted in high number of applications. SADF have recorded 62% (246), which is the highest number of Military Veterans registered as compared to other former forces. It is followed by MK with 50 (31%) and SANDF with 48 (12%) registered. Whereas other former forces were between 5% and 1% registration.

PRIORITY 6: IMPLEMENTATION OF THE HIGH IMPACT COMMUNICATION AND MARKETING STRATEGY AND PLAN.

The priority embraces NDP Chapter 13.

During the 2024/25 financial year, a strategic partnership was actively pursued with the Government Communication and Information System (GCIS) to enhance the visibility of military veterans and to sustain public interest and engagement. A range of targeted communication platforms was employed to reach diverse audience segments, informed by the draft Communication Strategy and Marketing Plan.

6.2 INTERNAL ENVIRONMENT ANALYSIS

The Department is currently working on ensuring that there is enabling legislation, regulations, policies, relevant systems, infrastructure and organisational design to ensure an effective and efficient functional department with capable human capital that will assist to improve service delivery to the military veterans.

6.2.1 Organisational environment

The number of the posts on the establishment of the DMV is 169. The total number of posts filled as at 31st March 2025 is 117. A total number of 41 posts were additional to the establishment as at 31st March 2025. The department has maintained a vacancy rate of 24.5% by the end of the reporting under review. The DMV is committed to an improved recruitment patterns in norms and standards.

The Department is realigning its structure to improve turnaround times for misconduct and grievance cases, strengthen consequence management, and enforce line management responsibilities. Efforts are also underway to increase representation of people with disabilities and enhance reasonable accommodation and internal capacity building.

The department continues to provide financial aid to the staff in a form of bursaries for formal studies and short courses for the purpose of up-skilling. The main objective of these programmes is to afford employees in the department an opportunity to make use of formal and informal studies to equip themselves with knowledge and skills within their respective area of specialty.

The department has maintained 52.6% achievement of women representation at SMS level and 1.7% of people living with disabilities.

There is a misalignment of the structure and the mandate of the Department, however, it strived to ensure alignment between its broad strategic objectives and human resource planning, such that:

- Personnel are employed at the correct salary levels;
- Employment equity targets are met;
- Human resources and financial planning are integrated;
- The required funding for human resources is made available within the Medium-Term Expenditure Framework; and
- A system of performance management is utilised to ensure optimal utilisation of human resources for effective service delivery, training, development, and recognition of achievements.

6.2.2 Information and Communication Technology

The 2019 White Paper on Science, Technology and Innovation (STI) sets the long-term policy direction for the South African government to ensure a growing role for science, technology and innovation (STI) in a more prosperous and inclusive society. It focuses on using STI to help South Africa benefit from developments such as rapid technological advancement and geopolitical and demographic shifts, as well as responding to the threats associated with some of these global trends. In particular, the White Paper engages with the significant changes that are associated with the Fourth Industrial Revolution (4IR).

To give effect to the policy ambitions expressed in the 2019 STI White Paper, the Decadal Plan identifies Societal Grand Challenges (SGCs) where Research, Development and Innovation (RDI) can support the development of solutions, e.g. in the areas of climate change and education for the future.

The DMV will during the 7th administration align with imperatives such as the STI decadal plan and the cabinet approved Corporate Governance of ICT Policy Framework which is applicable to all spheres of government, organs of state and public enterprise.

The DMV as a National Government Entity conducts its ICT business operations as per SITA Act (Act 88 of 1998 as amended by Act 38 of 2002) and its Regulations and its mandate which is to improve service delivery to the public through the provision of information technology, information systems and related services in a maintained information system security environment to the departments and public bodies; and to promote the efficiency of departments and public bodies through the use of information technology.

The Department must establish an organogram or a human resource structure that must cater for those non-mandatory services that SITA is not obligated to provide.

a) Current DMV ICT environment and identified gaps

The Department of Military Veterans does not have a minimum IT functional structure. An IT organisational structure outlines a way an organisation assigns and coordinates tasks within its IT department. This is in short, an IT blueprint. Organisational structure helps to keep operations efficient by outlining specific roles and duties and optimizing the use of Information Technology(IT) policies, systems and procedures. It is important to consider whether such a structure will be centralised or de-centralised.

In addition, the organisational blueprint associated with the structure of an organisation's IT department must consider the choices between internal staff/personnel within the organisation's main structure versus outsourced IT staff that are not a part of the internal departmental teams. The DMV must develop a comprehensive IT strategic plan, that will make it possible for executive management s to craft the perfect IT departmental structure based on the requirements of the DMV business.

b) The ideal strategic direction and future DMV ICT organisation

The DMV must establish an ICT architecture that will contribute to the three strategic priorities of the Government of National Unit (GNU).

The DMV ICT Architecture will be used to translate the departmental Strategic Plan (5-year) and its Enterprise Architecture into an enabling ICT service. This should contain a migration plan from the "current" to a "future" environment as informed by:

- Departmental Business Strategic Plan and other long-term plans.
- Departmental Enterprise Architecture.

DMV ICT strategy will serve as a transformative roadmap to influence technology to drive organisational change at a strategic level. The strategy will improve department's operational efficiency, improve service delivery to military veterans, and advance innovation across the organisation.

The DMV ICT strategy links with the 2024-2029 Departmental Outcome of "A fully integrated and high-performing organisation".

c) How will we measure progress?

- Improved remote access to DMV Integrated Database and Benefits system
- Integrated internal systems
- Reduction in system audit findings

- Improved records management for the DMV
- Improved reporting

d) Critical success factors identified for the attainment of the DMV outcomes.

- Robust ICT infrastructure
- Improved capacity through
- Skilled personnel
- Aligned organogram
- Availability of tools of trade to perform assigned tasks
- Overall ICT governance
- Observance of ICT procurement prescripts
- Executive Authority and Executive management support

In an effort to implement the Corporate Governance of ICT Policy Framework (CGICTPF) requirements, the DMV shall during the five-year period develop and implement ICT policies, procedures, plans i.e. ICT strategy plan, ICT risk register,

ICT portfolio management framework, ICT security policy and ICT continuity planning. Furthermore, the Department aims to setup governance structures i.e. ICT strategic committee and ICT steering committee. Lastly, the DMV will in the five year planning period observe and implement SITA mandate by updating and signing a new business agreement, identifying ICTY Business needs and contract with SITA accordingly, building capacity for non- mandatory services as well as to determine areas to be outsourced to external service providers other than SITA.

- Aligning and mapping ICT house of value elements (strategic ICT goals & values) to strategic outcomes/priorities of Government:

e) DMV ICT Organogram

As indicated above, the DMV will never archive any ICT leverage on its business until the reorganisation of the functional structure is completed to guide the required resources to support and enable the DMV business.

The DMV will during the five year period embark on restructuring the ICT functional structure to include the following:

- IT Governance: Programme/Project Management, Vendor Management, and Budget/Financial Controls
- Enterprise Architecture
- System/Application Development, Management and Maintenance
- ICT Infrastructure and operations
- Information system Security
- IT Service Management
- Records Management

f) Records Management

In line with the Records Management Policy Manual (2007), records are indispensable to conduct official business. Good record keeping is essential to governmental accountability. They provide evidence of what a governmental body has done; the dealings with individuals and other bodies, how it conducts its business, and why it took certain decisions. Good record keeping is critical to the health and efficient operation of the day-to-day business of government.

The legislative provisions in section 13 of the National Archives and Records Service of South Africa Act (Act No 43 of 1996) are aimed towards promoting sound records management and thereby promoting transparency, accountability and better service delivery.

In the 21st century data is a key resource of the organisation that is needed for key decision making and it therefore need to be secured. It is therefore critical that the DMV's records are during this planning period are digitize so that the organisation may reap the benefits of digitalisation.

Digitisation: the process of translating/changing data into bits and bytes i.e. computer readable format – for example, by scanning a photo or a document – you are digitizing that object.

Digitalisation: When data from throughout the organisation and its assets is processed through advanced digital technologies, which leads to fundamental changes in business processes that can result in new business models and social change.

The realisation of ICT benefits/value will not be immediately achieved at DMV because of the way the ICT Directorate was structured at the inception of the Department. There is currently greater dependency on SITA as the entire ICT functionality has been outsourced to SITA even for non-mandatory services due to lack of skilled ICT personnel at DMV.

DMV IT systems must be able to interface real-time with other government systems. This will enhance the credibility of data contained on DMV systems.

- The Directorate IT Management must be sufficiently resourced so that it can be able to implement required electronic systems for DMV.
- Mapping of business needs to potential IT solutions. The ICT strategy to be linked with:
 - DMV Strategic Plan
 - Human Resources Management Strategy

Integrated Database and Benefits Management System (IDMS)

The Department partnered with State Information Technology Agency (SITA) in order to implement 3 Integrated Database Management System (IDMS) modules during the period under review. However, due to challenges the SITA experienced with the service provider that was contracted to develop the system this was not achieved.

Involvement in the revived IDMS Project is aimed at addressing capacity challenges that are affecting service delivery and also has potential to improving the auditing process by increasing reliability of data.

6.2.3 Plans to respond to Women, Youth and People with Disabilities

The Department of Military Veterans is committed to promoting the dignity, well-being, and full inclusion of Women, Youth, and People with Disabilities within the military veteran community. Recognizing that these groups often face compounded challenges due to historical inequalities and systemic barriers, the DMV is developing an inclusive, responsive approach to ensure their specific needs are met through targeted support, representation, and empowerment.

To achieve this, the DMV will review its current policies and programs to identify gaps and promote equity. This includes improving access to healthcare, education, housing, and economic opportunities, with tailored interventions for women veterans, youth dependents, and veterans living with disabilities. Infrastructure and service delivery mechanisms will be enhanced to ensure physical and communication accessibility, especially in rural and underserved areas.

The department will also develop dedicated support programs, such as leadership development and entrepreneurship training for women veterans, youth mentorship and skills development initiatives, and disability-inclusive services that ensure veterans with disabilities receive assistive devices, home-based care, and support for modified housing or transport. These interventions will be backed by capacity-building efforts within the DMV, including training for staff on gender sensitivity, disability rights, and youth engagement.

Partnerships with civil society organisations, advocacy groups, and other government departments will strengthen service delivery and promote greater outreach. The DMV will also establish feedback mechanisms and monitoring tools to ensure accountability, track progress, and allow for continuous improvement based on the lived experiences of Women, Youth, and People with Disabilities.

Through these efforts, the DMV seeks to build a veteran support system that is inclusive, empowering, and just ensuring that all military veterans and their dependents, regardless of gender, age, or ability, are able to live with dignity and access the full range of benefits and opportunities they deserve.

In observing inclusiveness of women, youth and people with disabilities in the sub-programme, the demographics of these benefits are reflective of the military veterans database. Of the 17 963 military veterans authorized to access healthcare, 88% are males and 12% are females. Out of a total of 153 persons with disabilities compensated, males accounted for 87% (133 individuals), while females represented only 13% (20 individuals).

6.2.4 DMV Stakeholder Management & Communications

6.2.4.1 Stakeholder Management

Military Veterans Act 18 of 2011, Section 6 (f) and (g) establishes high level stakeholder management wherein Section 6 (f) outline the duty of the Department being to negotiate with departments of state, provincial executive authorities and non-governmental organisations to act as agents for the department to carry out duties regarding military veterans.

Section 6 (g) further illustrate that the Department may, through the Director-General, enter into a memorandum of understanding or conclude a service level agreement with any organ of state which is concerned with military veterans 'affairs or which administers any law relating to benefits of a military veteran in order to achieve the objects of the Military Veterans Act 18 of 2011.

The Act further indicate that all organs of state or governmental entities involved with military veterans 'affairs must cooperate with the Department to ensure the achievement of the objects of this Act and within their available resources, take reasonable legislative and other measures to achieve the progressive realisation thereof.

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

Table 4: Stakeholder Matrix

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	Facilitate Access to Healthcare and Dedicated Counselling and Treatment for military veterans. 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.	Receives authorisation data of military veterans authorized to received healthcare services from the DMV to ensure that eligible military veterans are provided with healthcare services Conduct medical assessments to military veterans who have applied to the DMV and have been verified to be eligible to undergo the medical assessment, to determine eligibility for compensation Ensure that information contained in the database is secured and credible	Some military veterans might be receiving healthcare services from the Public health Sector as there are no integrated database systems between the DoD that enables verification of military veterans	Yes	Inside Mandate	Limited
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. Facilitate the access of Education to the military veterans and their dependants.	Implementation of Training & Skills Development Provision of education support services to the military veterans and their dependants.	None	Yes	Outside Mandate	Limited
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	Enable transition to the upcoming 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

6.2.4.2 Communication

In the coming financial year, the Communications Directorate will prioritise enhancing both internal and external communication to support transparency, public engagement, and efficient service delivery. A key focus will be the expansion of the department's digital footprint which includes exploring available platforms dedicated to documenting and enhancing military veterans' personal stories, while highlighting departmental services and benefits available to military veterans and their dependants.

The directorate will continue to improve the departmental website to make it more dynamic and informative. Together with social networking platforms, access to accurate information will be strategically used to ensure timely, accessible, and reliable information for military veterans, dependants and stakeholders. To ensure that information reaches those who are not digitally savvy, more visibility on traditional media including radio, television and print, material will be developed and distributed to raise awareness about the department's benefits and services available to qualifying military veterans, their families and communities.

6.2.5 The Formation of DMV Military Veterans Database (Registration) and the Military Veterans Act

In 1993 the Transitional Executive Council Act 151 of 1993 was promulgated to prepare for the finalisation of the Certified Personnel Register (CPR). During that time, other individuals decided not to integrate into, or demobilize from, the South African National Defence Force. Those individuals who decided to integrate or demobilize were allocated Force Numbers. This process was concluded in 1994.

There were concerns raised that some members were left out and another opportunity for submissions to CPR was granted in 1996 to allow for verification of individuals who voiced their concerns. The final report with figures was presented to the Portfolio Committee on Defence in May 2003.

The 2009 Report of the Ministerial Task Team Report (MTTR) on Military Veterans stated in paragraph 2.7 that "The Constitutional provision of equality of all citizens includes those who served in the military, regardless of military formations they served in. All military veterans are therefore, entitled to equal access to benefits and services as provided by Government." The MTTR laid the foundation for the promulgation of the Military Veterans Act (Act 11 of 2018). When the DMV was formed, a database was provided from the SANDF to DMV as the Military Veterans Database as it was at that point in time.

The DMV is faced with a task of thoroughly evaluating the direction it needs to follow in line with the 3 strategic priorities of the Government of National Unity (GNU) in the next five years.

Therefore, based on the prevailing Act, there are no issues regarding the registration of both Statutory Forces (SF) and Non-Statutory Forces (NSF) in the database. The DMV will have to develop regulations that will determine how certain benefits must be allocated in a fair and just manner.

a) Registration of military veterans in the Military Veterans Database

Registration in the DMV military veterans' database is therefore in line with the prescriptions of the Act, both Statutory and Non-Statutory military veterans are registered in the database albeit with two distinct process.

The verification process is still outstanding in six provinces. The DMV has developed a plan to finalise the process. Upon completion of the last chance for NSF verification, the process will be closed.

Registration beyond the verification process will only be left for the Statutory force members to give effect to provisions of section 3(2)(b) "ensuring a smooth and seamless transition for military veterans from active military service to civilian life." This paragraph of smooth transition from active military service must be legally interpreted to get its true meaning. This will assist in the cleansing process to determine whether those SF members who are still in the employ of Government other than being soldiers must be registered in the database.

Database registration is the entry point to receipt of DMV benefits. Some benefits also extend to the dependants of military veterans, therefore the dependants who qualify in terms of the definition of a dependant in the Military Veterans Act (18 of 2011) are registered on the main member's profile.

The DMV must develop regulations to stipulate exactly who can be registered as a dependant of a military veteran. The regulations must also include the age-range of a dependant who is not permanently disabled.

The DMV must also strengthen its Stakeholder Management Chief Directorate so that all MOUs are completed with other state organs and be implemented.

b) Data Cleansing

Parallel with the verification process, the Directorate: Verification and Certification of Ex-military personnel (DVCE) must determine an approach that they will apply regarding data cleansing process. Data cleansing is the process of fixing or removing incorrect, corrupt, incorrectly formatted, duplicate or incomplete data within a data set.

At present, there are numerous separate data sets within the DMV. The registration data set (known as Military Veterans Database) is on its own and each one of the other Branches or Benefit Units also have their data sets. These individual datasets all need to be cleaned and combined into a single Database to ensure end-to-end data quality and integrity.

The aim is to have quality-assured data which should be able to answer some important questions.

- Does the data make sense?
- Does it follow the appropriate rules?
- Does it prove or disprove your working theory?

c) Policy alignment to ensure achievement of GNU priorities

The sustainable reliability of the DMV national database depends on alignment of the database policy and the broader benefits policies and regulations where consistent definitions and approaches are enforced, for instance the burial policy and the database policy need to be aligned to ensure that only people who are registered on the database receive the burial benefit. The final changes made to the legislation or regulations will result in a credible database for DMV.

The graphic presentation of the military veterans' community is indicated below:

Table 5: Community of military veterans (DMV National Military Veterans Database)

PROVINCE OF RESIDENCE	MK	SADF	TDF	VDF	APLA	SANDF	BDF	CDF	AZANLA	UDF	TOTAL PER PROVINCE
EASTERN CAPE	1 660	2 338	1 764	2	675	758	2	871	73	43	8 186
FREE STATE	518	3 687	40		248	1 038	138	8	73	12	5 762
GAUTENG	4 927	14 481	140	38	2 186	5 619	255	38	154	85	27 923
KWAZULU NATAL	2 572	3 410	80	2	191	1 262	2	5	48	16	7 588
LIMPOPO	885	2 977	4	407	243	838	9	1	106	30	5 500
MPUMALANGA	625	2 074	3		114	556	3	1	5	9	3 390
NORTHERN CAPE	315	3 890	8	1	128	866	91	12	13	29	5 353
NORTH WEST	586	2 805	6	3	357	859	1 427	11	18	12	6 084
WESTERN CAPE	626	9 710	70	1	319	2 584	5	40	51	91	13 497
OUTSIDE RSA	11	172			5	29					217
ADDRESS NOT UPDATED	1 765	1 455	34	15	1 217	712	75	26	67	14	5 380
TOTAL PER FORMER FORCE	14 490	46 999	2 149	469	5 683	15 121	2 007	1 013	608	341	88 880

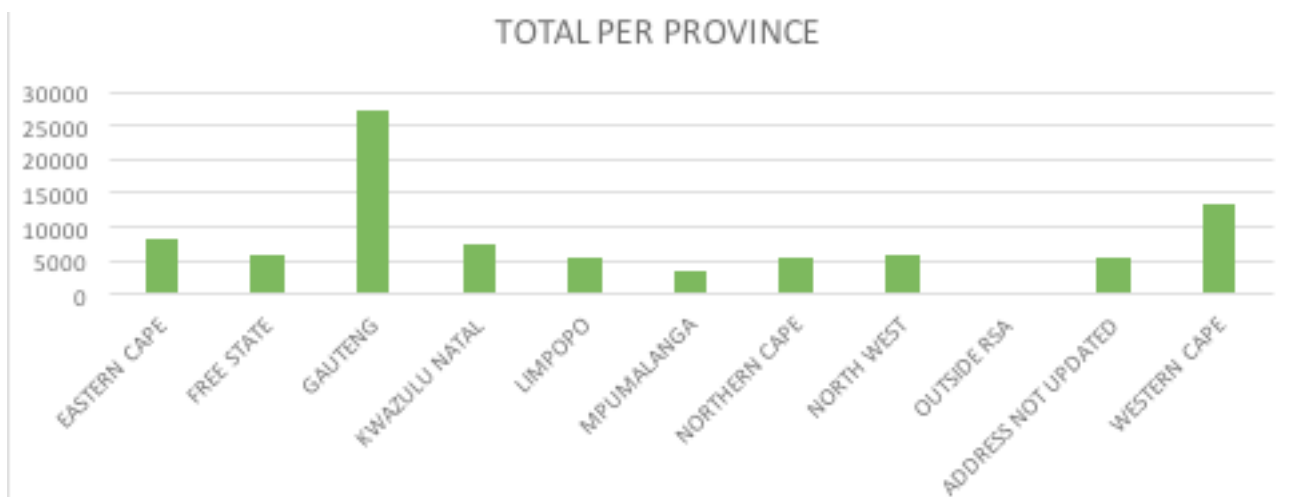


Figure 2: Military veterans by Geographical Location

The trend continues to increase especially in Gauteng and the Western Cape. Since the inception of Pension Benefit, the Department of Military Veterans is inundated with the applications. All stakeholders of the Department are in constant contact on the processing of applications. Though there is a significant increase in the numbers on the overall, Gauteng is leading followed by the Western Cape. Military Veterans must still contact the department to update their information especially those relocating after retirement.

The Department will continue to communicate with associations so they can encourage their members to update their profiles if there are changes. The department processes continue to be centralised with provinces helping with collection documentations and sending them to the Head Office. The decentralisation process and the capacitation of provinces is still underway,

The current increases this financial year is of the statutory force members with the former SADF leading followed by the sum of all non-statutory forces (MK, APLA and AZANLA). The trends followed by the SANDF that included all the forces after integration. And the TBVC forces also showing some spike.

The race perspective reflects Africans followed by the whites. This graph depicts our community history. Though the gender of all races still male dominated.

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

The figure below denotes the military veterans per race and gender.

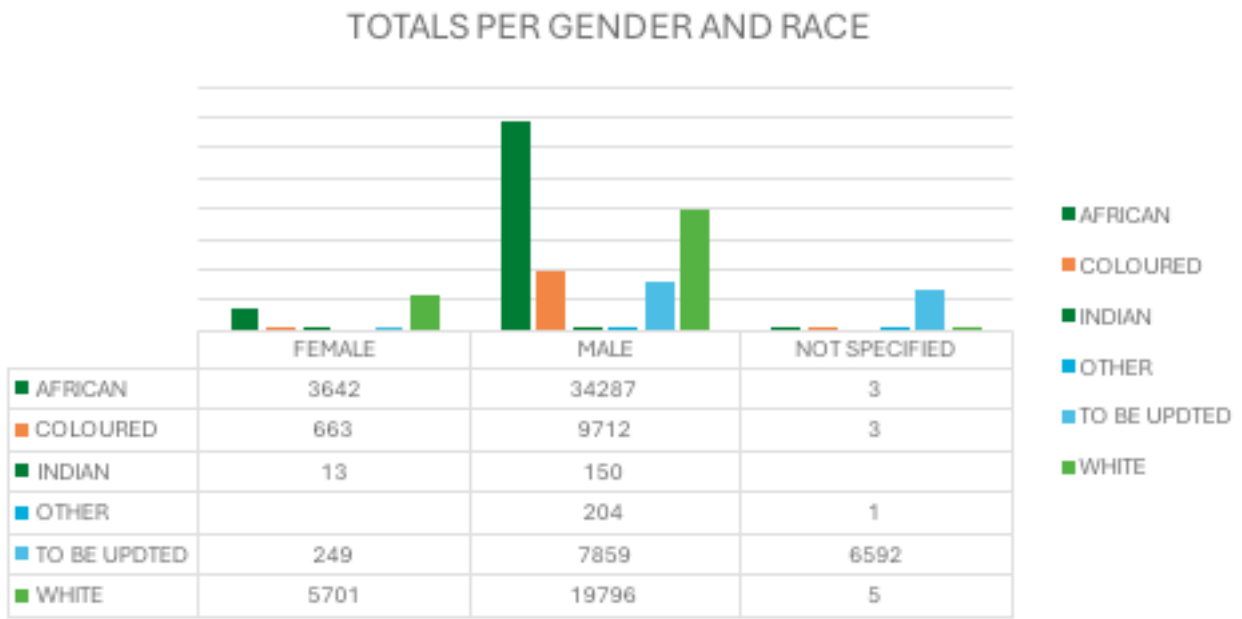
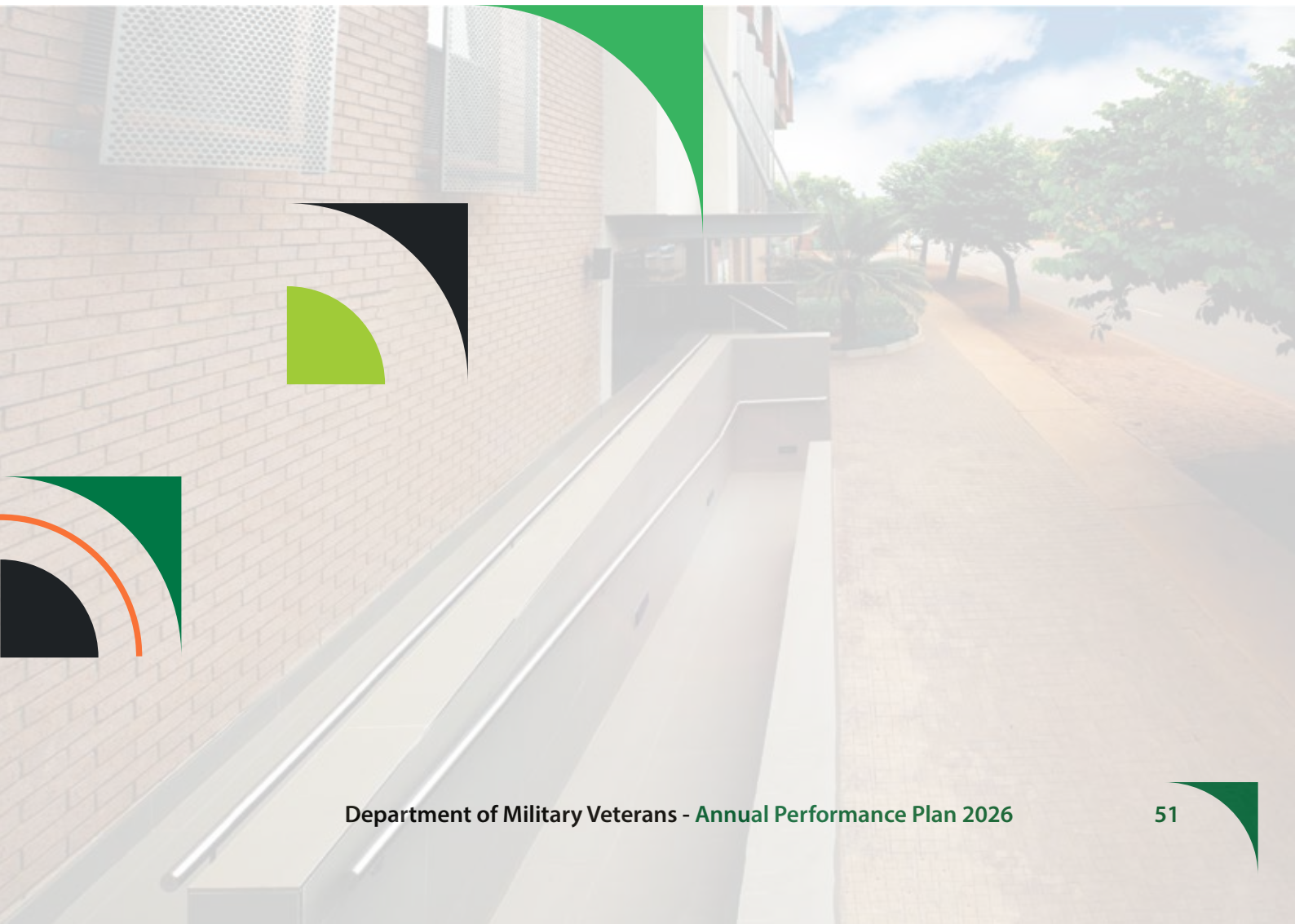


Figure 3: Military Veterans by Gender and Race

PART C: MEASURING OUR PERFORMANCE

Institutional performance information



PART C: Measuring Our Performance

7. Institutional Performance Information

The Department in pursuance of its Legislative mandate through its inherent military services scope of operation, will contribute to the following national imperatives for the development of performance information:

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

7.1 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 4 below reflects the logical flow of the results-based concepts that guided the development of outcomes for the Department to realise its strategic intent:

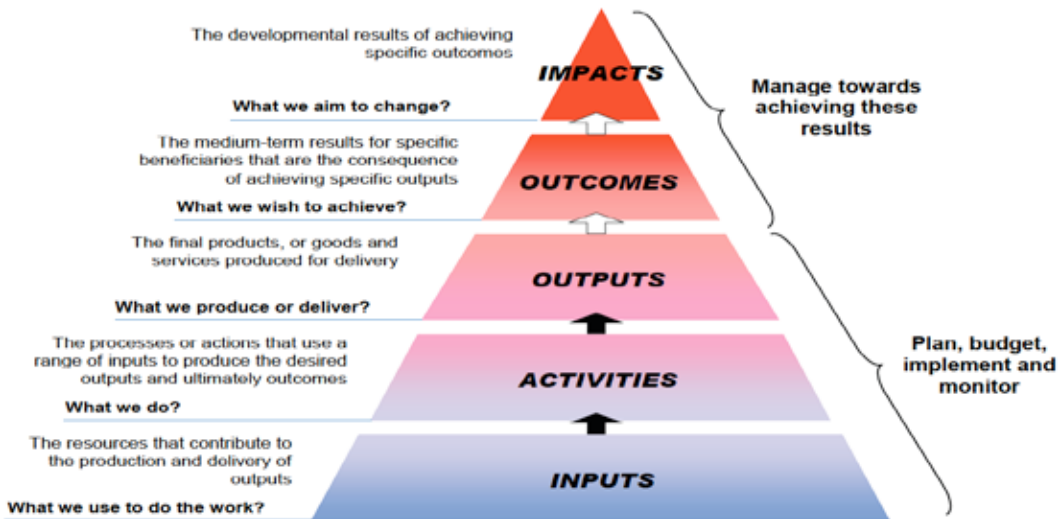


Figure 4: Logical Flow of the Results Based Concepts

In application of the logical flow of the results-based concepts above, the DMV outcomes have been translated into the strategy map provided in table 6 below:

Table 6: Impact Statement, Outcome statement, Final and intermediate outputs

IMPACT STATEMENT	
Improved and sustained livelihoods of military veterans	
OUTCOME STATEMENTS	
OUTCOME 1: Decentralized Services	
OUTCOME 2: Effective internal and external stakeholder management and intergovernmental relations	
OUTCOME 3: A fully integrated and high-performing organisation.	
OUTCOME 4: An improved socio-economic status of military veterans’	
Final Outputs	
Policies and standards on socioeconomic support to military veterans and their dependents	A comprehensive benefits and entitlements delivery systems
Intermediate Outputs	
Health services and benefits	Compensation for disabling injuries, severe psychological and neuropsychiatric trauma, or terminal disease
	Dedicated counselling and treatment for serious mental illness, post-traumatic stress disorder or related conditions
	Access to health care
Social Services	Subsidisation or provisioning of public transport
	Pension
	Access to housing
	Burial support
Economic Empowerment services	Education, training and skills development
	Facilitation of employment placement
	Facilitation of advice or any other necessary support for business opportunities
Legal Services	Legal advice and assistance
Commemorative services	Honouring the living and memorialising fallen military veterans
A comprehensive benefits and entitlement delivery systems	Register of military veterans and their dependents
	Operational service point/channels
	Corporate Services delivered
	Strategic Leadership and Management
	Stakeholder Forums Established and Supported

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 log frame 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 Medium-Term Development Plan (MTDP) 2024-2029.

The DMV in support of the Strategic Plan 2025-2030, has developed the mandate-driven strategic (five year) and core outcomes aligned to outcomes indicators for the attainment of the key mandate. The Department’s performance information for the five year period is informed by the Theory of Change planning methodology. The Theory of Change diagram below identify the impact, followed by the outcome and interventions. The impact and outcomes will be the strategic focus of the work of the Department during the upcoming Medium- Term Development Plan.

THEORY OF CHANGE				
IMPACT	Improved and sustained livelihoods of Military Veterans			
OUTCOMES	Decentralised Services	Effective internal and external stakeholder management and intergovernmental relations	A fully integrated and high-performing organisation.	An improved socio-economic status of military veterans'.
INTERVENTIONS	<ul style="list-style-type: none"> Improve the quality of service delivery provided at a provincial level Define structure and roles/authority of each team Alignment with overall organisational strategy Implement performance metrics and regular progress review 	<ul style="list-style-type: none"> Fostering positive relationships Clearly communication with stakeholders Achieving collaborative outcomes between different departments and relevant stakeholders Regular updates and two-way feedback Conflict resolution 	<ul style="list-style-type: none"> Scalable and robust technology Strategic HR management Improved governance and compliance Accountable financial performance 	<ul style="list-style-type: none"> Facilitate economic development initiatives Military veterans roadshows
ASSUMPTIONS	<ul style="list-style-type: none"> Services closer to needy military veterans & Dependants Better access of information Improved access to benefits Faster access for Military veterans to their much-needed benefits Higher customer satisfaction Improve efficiency and reduce corruption Lesser protests/strikes 	<ul style="list-style-type: none"> Strengthened collaborations amongst departments and relevant stakeholders Better policy outcomes Improved communication between different government level, greater public trust Coordinated approach to addressing complex issues 	<ul style="list-style-type: none"> Higher customer satisfaction Improved employee performance, engagement, collaboration and alignment with strategic goals MTEF budget allocations in line with service delivery requirements of the Department 	<ul style="list-style-type: none"> Reduced poverty, inequality and lack of access to necessities Ability to financially support themselves Stable socio-economic position on their own

Figure 5 : Theory of Change (TOC) Results Chain

8. Institutional Programme Performance Information

The Department’s planned performance over the MTEF period 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 these 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 **Strategic Priority 2: Reduce Poverty and tackle the high cost of living** as outlined in MTDP 2025-2030 and the NDP Vision 2030. The strategic direction of the Department takes cue from the Executive Authority’s Priorities and the five year review in February 2024 that finds expression in the planned performance of the Department that will be continuously monitored in line with performance plans and quarterly reviews.

8.1 Contribution to EA Priorities, NDP Vision 2030 and Medium-Term Development Plan 2024-2029

The development of this updated situational analysis is guided by the priorities outlined in Medium-Term Development Plan 2024-2029) which demonstrate government’s commitment to implement the National Development Plan (NDP) Vision 2030, however, the DMV does not directly make contribution to the Medium-Term Development Plan 2024-2029 and National Development Plan (NDP) Vision 2030 as envisaged through the development of indicators per se. The DMV does however have its own priorities that are linked with the overall government priorities.

The table below shows an illustration of the alignment between EA Priorities, NDP Vision 2030 and Medium-Term Development Plan 2024-2029 of the 6th Administration and the strategic focus areas of the DMV.

Table 7: Contribution to EA Priorities, NDP Vision 2030 and Medium-Term Development Plan 2024-2029

Executive Authority (EAs) Priorities	Statement of Intent	National Development Plan (NDP), Vision 2030	MTDP Priorities
Priority 1: Strengthened governance, legislation and efficiencies at DMV (Inward looking)	Building state capacity and creating a professional, merit-based, corruption-free and developmental public service. Restructuring and improving state-owned entities to meet national development goals	Chapter 13: Building a capable and developmental state <ul style="list-style-type: none"> Strengthen delegation, accountability and oversight 	Strategic Priority 3: A capable, ethical and developmental state

Executive Authority (EAs) Priorities	Statement of Intent	National Development Plan (NDP), Vision 2030	MTDP Priorities
<p>Priority 2: Improved socio-economic status of military veterans (Outward looking)</p> <ul style="list-style-type: none"> o Education, Training and Skills Development o Access to health care o Housing o Burial Support o Compensation o Pension o Honouring and memorialising fallen military veterans o Dedicated counselling 	<p>Investing in people through education, skills development and affordable quality healthcare.</p> <p>Creating a more just society by tackling poverty, spatial inequalities, food security and the high cost of living, providing a social safety net, improving access to and the quality of, basic services, and protecting workers' rights.</p> <p>Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and other forms of intolerance.</p>	<p>Chapter 9: Improving education, training and innovation</p> <p>Chapter 10: Promoting health</p> <p>Chapter 11: Social Protection</p> <p>Chapter 15: Transforming society and uniting the country</p>	<p>Strategic Priority 2:</p> <p>Reduce Poverty and tackle the high cost of living</p>
<p>Priority 3: Economic opportunities for Military veterans (Outward looking)</p> <p>-Facilitation of employment</p> <p>-Facilitation of or advice on business opportunities</p>	<p>1. Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialisation, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments.</p> <p>Macro-economic management must support national development goals in a sustainable manner.</p>	<p>Chapter 3: Economy and employment</p> <p>Chapter 4: Economic Infrastructure</p> <p>Chapter 5: Ensuring environmental sustainability and an equitable transition to a low-carbon economy</p> <p>Chapter 6: An integrated and inclusive rural economy</p> <p>Chapter 8: Transforming human settlement and national space economy</p>	<p>Strategic Priority 1:</p> <p>Inclusive growth and job creation</p>

8.2 Budget Programme Structure

To ensure strategic budgeting and alignment of the department's budget programme structure with the functional/ organisational structure, the budget programme structure of the department was amended and approved by national treasury on the 16th July 2024 as indicated in the table below:

Table 8: Budget programme structure

Vote Purpose	Formulate policies and standards aimed at providing a comprehensive delivery system to military veterans and their dependants in recognition of their role in the democratisation of South Africa		
Sub-programmes	Purpose	Responsibility	Amendments made/additions
Programme 1: Administration – Provide strategic leadership, management and support services to the department.			
Management	Provide departmental direction to ensure effective management of the Department.	Director-General Military Veterans	No amendments
Corporate Services¹	Render corporate support services in the Department. The purpose of the sub-programme the programme to ensure that the budget for corporate support services, such as Communications, ICT and Human Resource Management are reflected for better management.	Head of Corporate Services	No amendments
Financial Administration²	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.	Chief Financial Officer	No amendments
Internal Audit	Provides internal audit and risk management services to the Department by managing and conducting compliance audit services.	Head of Internal Audit	No amendments
Strategic Planning, Policy Development, Monitoring and Evaluation³	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.	Chief Director Strategic Support	No amendments
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.	Head of Corporate Services	No amendments
Programme 2: Database Management and Socio-Economic Support⁴ – Manage the National Military Veterans database; develop and implement legislation, policy frameworks and service delivery cooperation agreements on compensation for injury in military service, counselling, healthcare, public transport, pension and housing benefits to military veterans’ eligible for such support.			
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	Chief Director Military Veterans Beneficiary Support Services	Amendments were made to the purpose of the sub-programme to ensure that it reflects the correct intent of the sub-programme

- 1 The budget in the Corporate Services sub-programme will include the office of the head Corporate Services, ICT, HR, Communications and Legal Services.
- 2 The budget within the sub-programme Financial Administration will include the office of the CFO, Supply Chain Management, Auxiliary Services, Security Management, Financial Accounting, Financial Management etc.
- 3 The budget for the Strategic Planning, Policy development, Monitoring and Evaluation sub-programme will include Research and Policy, Strategic Planning as well as Monitoring and Evaluation.
- 4 The programme name for Programme 2: Socio-Economic Support Services was changed to “Socio-Economic Support” to ensure that it reflects the overall intent of supporting, which the sub-programmes will be doing. This also assists in ensuring that the names of the programme and sub-programme do not repeat, as was the case previously.

Vote Purpose	Formulate policies and standards aimed at providing a comprehensive delivery system to military veterans and their dependants in recognition of their role in the democratisation of South Africa		
Sub-programmes	Purpose	Responsibility	Amendments made/additions
Healthcare and Well-Being support	Develop and implement healthcare and well-being frameworks for Military veterans and establish healthcare and well-being partnerships.	Chief Director Military Veterans Healthcare and Well-being Support	Amendments were made to the purpose of the sub-programme to ensure that it reflects the correct intent of the sub-programme
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 dependents to legislated benefits pertaining to social development services.	Chief Director Socio-Economic Support Services	The sub-programme was previously not added in the approved budget programme structure since it shared a name with the programme. It is important that funds allocated for the provision of benefits are made visible to ensure accountability.
Programme 3⁵: Empowerment and Stakeholder Management – Manage and facilitate the implementation of military veterans’ empowerment and stakeholder management 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.	Chief Director Provincial Offices and Stakeholders	No amendments
Empowerment, Skills Development and Education Support	Provide reskilling programmes and related activities to ensure that Military veterans contribute positively to mainstream economic activities.	Chief Director Empowerment and Skills Development	No amendments
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.	Chief Director Heritage, Memorials, Burials and Honours	No amendments

8.3 Programme and Sub-Programmes

The Department is designed through three (3) budget programmes structures as indicated below:

- Programme 1: Administration
- Programme 2: Socio-Economic Support (SES)
- Programme 3: Empowerment and Stakeholder Management (ESM)

5 The purpose of the programme has been amended to ensure that it reflects the overall intent of the programme.

The Department in pursuance of its Legislative mandate through its inherent military services scope of operation, will contribute to the following national imperatives for the development of performance information.

8.4 OVERVIEW OF 2026/2027 FINANCIAL YEAR BUDGET AND MTEF ESTIMATES

This section provides an overview of the budget allocation for the DMV for the 2025/2026 MTEF. The DMV obtained a separate Budget Vote (Vote 26) DMV and now operates independently from the Department of Defence. The Department is already utilising transversal systems such as the Basic Accounting System (BAS) and the Personal and Salary (PERSAL) Systems. Logistical Information Systems (LOGIS).

8.4.1 Budget Summary

Table 9: Budget Summary

R million	2026/27				2027/28	2028/29
	Current payments	Transfers and subsidies	Payments for capital assets	Total	Total	Total
MTEF allocation						
Administration	196.6	0.4	8.1	205.2	215.4	222.3
Database Management and Socioeconomic Support	235.8	195.7	1.7	433.3	446.8	460.6
Empowerment and Stakeholder Management	118.8	149.8	5.6	274.3	285.3	294.1
Total expenditure estimates	551.3	345.9	15.5	912.8	947.6	977.0
Executive authority	Minister of Defence and Military Veterans					
Accounting officer	Director-General of Military Veterans					
Website	www.dmv.gov.za					
The Estimates of National Expenditure is available at www.treasury.gov.za . Additional tables in Excel format can be found at www.treasury.gov.za and www.vulekamali.gov.za .						

8.4.2 Vote purpose

Formulate policies and standards aimed at providing a comprehensive delivery system to military veterans and their dependents in recognition of their role in the democratisation of South Africa.

8.4.3 Mandate

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

Table 10: Vote expenditure trends and estimates by programme and economic classification¹

Programmes											
1. Administration											
2. Database Management and Socioeconomic Support											
3. Empowerment and Stakeholder Management											
Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million	2022/23	2023/24				2024/25	2025/26	2022/23 - 2025/26		
Programme 1	144.9	148.8	149.2	175.1	6.5%	21.8%	205.2	215.4	222.3	8.3%	22.7%
Programme 2	319.2	235.1	413.2	472.7	14.0%	50.7%	433.3	446.8	460.6	-0.9%	47.3%
Programme 3	151.5	202.1	195.4	230.7	15.0%	27.5%	274.3	285.3	294.1	8.4%	30.1%
Subtotal	615.6	585.9	757.8	878.5	12.6%	100.0%	912.8	947.6	977.0	3.6%	100.0%
Total	615.6	585.9	757.8	878.5	12.6%	100.0%	912.8	947.6	977.0	3.6%	100.0%
Change to 2025 Budget estimate				-			(3.5)	(8.1)	(21.5)		
Economic classification											
Current payments	459.7	394.9	421.0	497.8	2.7%	62.5%	551.3	572.7	585.4	5.5%	60.2%
Compensation of employees	124.8	118.6	120.4	133.5	2.3%	17.5%	158.5	167.7	172.9	9.0%	17.6%
Goods and services ¹	334.9	276.0	300.7	364.3	2.8%	45.0%	392.8	405.0	412.5	4.2%	42.7%
of which:											
Computer services	13.4	14.3	18.2	12.5	-2.4%	2.1%	18.5	19.8	20.6	18.3%	2.1%
Contractors	143.9	172.2	166.1	165.0	4.7%	22.8%	181.0	187.1	195.5	5.8%	19.9%
Agency and support/ outsourced services	3.9	3.3	4.8	13.5	51.3%	0.9%	14.4	15.1	15.7	5.2%	1.6%
Operating leases	22.4	32.1	29.9	19.0	-5.4%	3.6%	26.9	27.5	27.7	13.4%	2.9%
Travel and subsistence	44.4	11.0	11.0	45.2	0.6%	3.9%	45.4	46.9	44.9	-0.2%	4.8%
Training and development	25.0	11.2	36.6	26.4	1.8%	3.5%	30.4	31.1	30.4	4.8%	3.2%
Interest and rent on land	-	0.3	-	-	0.0%	0.0%	-	-	-	0.0%	0.0%
Transfers and subsidies¹	152.8	189.0	330.9	374.3	34.8%	36.9%	345.9	359.1	375.2	0.1%	38.1%
Households	152.8	189.0	330.9	374.3	34.8%	36.9%	345.9	359.1	375.2	0.1%	38.1%
Payments for capital assets	3.1	0.1	5.9	6.4	27.3%	0.5%	15.5	15.7	16.4	36.7%	1.7%
Machinery and equipment	3.1	0.1	3.1	3.4	2.8%	0.3%	10.4	10.4	10.9	47.6%	1.1%
Software and other intangible assets	-	-	2.8	3.0	0.0%	0.2%	5.1	5.3	5.5	22.2%	0.6%
Payments for financial assets	-	1.9	-	-	0.0%	0.1%	-	-	-	0.0%	0.0%

Programme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
Total	615.6	585.9	757.8	878.5	12.6%	100.0%	912.8	947.6	977.0	3.6%	100.0%

1. Tables with expenditure trends, annual budget, adjusted appropriation and audited outcome are available at www.treasury.gov.za and www.vulekamali.gov.za.

Transfers and subsidies expenditure trends and estimates

Table 11: Vote transfers and subsidies trends and estimates

	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
Households											
Social benefits											
Current	16 978	39 724	221 366	245 916	143.8%	50.0%	191 861	197 535	205 812	-5.8%	55.1%
Household	126	189	397	-	-100.0%	0.1%	-	-	-	-	-
Military veterans' benefits	16 852	39 535	220 969	245 916	144.4%	50.0%	191 445	197 535	205 812	-5.8%	55.1%
Early retirement and voluntary exit programmes	-	-	-	-	-	-	416	-	-	-	0.0%
Other transfers to households											
Current	135 834	149 277	109 542	128 382	-1.9%	50.0%	154 080	161 565	169 430	9.7%	44.9%
Household	2 760	2 112	-	-	-100.0%	0.5%	-	-	-	-	-
Military veterans' benefits	133 074	147 165	109 542	128 382	-1.2%	49.5%	154 080	161 565	169 430	9.7%	44.9%
Total	152 812	189 001	330 908	374 298	34.8%	100.0%	345 941	359 100	375 242	0.1%	100.0%

Personnel information

Table 12: Vote personnel numbers and cost by salary level and programme¹

Programmes																			
1. Administration																			
2. Database Management and Socioeconomic Support																			
3. Empowerment and Stakeholder Management																			
	Number of posts estimated for 31 March 2026		Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25			2025/26			2026/27			2027/28			2028/29			2025/26-2028/29	2026/27-2028/29
Military Veterans			Num-ber	Cost	Unit cost	Num-ber	Cost	Unit cost	Num-ber	Cost	Unit cost	Num-ber	Cost	Unit cost	Num-ber	Cost	Unit cost		
Salary level	169	48	152	120.4	0.8	199	133.5	0.7	286	158.5	0.6	287	167.7	0.6	271	172.9	0.6	10.8%	100.0%
1 – 6	49	39	33	9.5	0.3	58	18.0	0.3	141	28.8	0.2	142	31.1	0.2	127	30.1	0.2	29.9%	48.7%
7 – 10	73	8	56	29.3	0.5	91	49.2	0.5	93	56.4	0.6	92	59.2	0.6	91	61.1	0.7	0.1%	32.7%
11 – 12	23	1	38	42.3	1.1	31	37.5	1.2	31	39.4	1.3	31	41.6	1.3	31	43.9	1.4	0.1%	11.1%
13 – 16	24	–	26	39.2	1.5	19	28.9	1.5	21	33.9	1.6	21	35.7	1.7	21	37.7	1.8	3.7%	7.5%
Programme	169	48	152	120.4	0.8	199	133.5	0.7	286	158.5	0.6	287	167.7	0.6	271	172.9	0.6	10.8%	100.0%
Programme 1	103	25	83	65.0	0.8	111	74.0	0.7	132	92.0	0.7	134	98.2	0.7	130	101.5	0.8	5.3%	47.0%
Programme 2	20	18	30	23.1	0.8	41	25.5	0.6	114	34.0	0.3	114	35.5	0.3	102	36.0	0.4	35.9%	39.2%
Programme 3	46	5	39	32.3	0.8	47	34.0	0.7	40	32.5	0.8	39	33.9	0.9	38	35.4	0.9	-6.7%	13.9%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

Departmental Receipts

Table 13: Departmental receipts by economic classification

R thousand	Audited outcome			Adjusted estimate	Revised estimate	Average growth rate (%)	Average: Receipt item/ Total (%)	Medium-term receipts estimate			Average growth rate (%)	Average: Receipt item/ Total (%)
	2022/23	2023/24	2024/25					2025/26	2022/23 - 2025/26	2026/27		
Departmental receipts	350	3 121	2 160	652	706	26.4%	100.0%	793	830	990	11.9%	100.0%
Sales of goods and services produced by department	40	42	44	30	30	-9.1%	2.5%	63	70	80	38.7%	8.2%
Other sales	40	42	44	30	30	-9.1%	2.5%	63	70	80	38.7%	8.2%
of which:							-					-
Other	40	42	44	30	30	-9.1%	2.5%	63	70	80	38.7%	8.2%
Sales of scrap, waste, arms and other used current goods	-	-	-	8	8	-	0.1%	20	-	30	55.4%	1.9%
of which:							-					-
Other	-	-	-	8	8	-	0.1%	20	-	30	55.4%	1.9%
Interest, dividends and rent on land	5	9	13	40	50	115.4%	1.2%	60	-	70	11.9%	5.0%
Interest	5	9	13	40	50	115.4%	1.2%	60	-	70	11.9%	5.0%
Sales of capital assets	-	-	-	8	8	-	0.1%	-	-	-	-100.0%	-
Transactions in financial assets and liabilities	305	3 070	2 103	566	610	26.0%	96.1%	650	760	810	9.9%	85.0%
Total	350	3 121	2 160	652	706	26.4%	100.0%	793	830	990	11.9%	100.0%

8.4.4 Expenditure overview

Through recognising the contribution of military veterans to South Africa's democracy, government promotes social cohesion and national unity and fosters a sense of shared history and purpose. It considers this not only a moral obligation, but a step towards rectifying historical injustices. Part of this recognition entails prioritising the access of military veterans and their dependants to key benefits such as pensions, housing, health care and education over the medium term. This comprehensive approach supports the wellbeing of military veterans and contributes to the broader development of society.

As such, the department plans to roll out the pension benefit to 5 000 deserving military veterans and their dependants in each year over the MTEF period. Database cross-checks and the application of a strict means test is expected to ensure that benefits reach the rightful recipients – those in genuine need – and prevent any potential for misuse. As a result of this initiative, the number of military veterans and their dependants receiving pension benefit is expected to decrease from 6 500 in 2025/26 to 5 000 in each year over the next 3 years.

The department also aims to deliver 450 houses to military veterans over the MTEF period. Provincial departments of human settlements will be responsible for constructing the houses on behalf of the department, as per the terms of its housing delivery model. Allocations amounting to R560.1 million over the next 3 years for the pension and housing benefits are in the Socioeconomic Support Management subprogramme in the Database Management and Socioeconomic Support programme.

The department plans to award 3 500 bursaries in each year over the medium term to military veterans and their dependants. Allocations for this benefit are through the Empowerment and Stakeholder Management programme, which has a budget of R853.7 million over the medium term.

To further enhance quality of life for eligible military veterans, the department aims to ensure that 18 743 beneficiaries have access to fully subsidised health care services by 2028/29. This benefit is funded through the Database Management and Socioeconomic Support programme, which has a budget of R1.3 billion over the medium term.

Despite a downward revision to the department's baseline by a net amount of R33.1 million over the MTEF period as a result of previous higher inflation projections, total expenditure is expected to increase at an average annual rate of 3.6 per cent, from R878.5 million in 2025/26 to R977 million in 2028/29. The department's main cost driver is goods and services, spending on which accounts for approximately 42.7 per cent (R1.2 billion) of its total budget over the period ahead.

8.4.5 Selected Performance Indicators as linked to the Estimates of National Expenditure (ENE)

The table below provides the targets of each output specified for the Department linked to the changed agenda Medium-Term Development Plan 2024-2029 of the Government.

Table 14: Performance indicators by programme and related outcome

Performance indicators by programme and related outcome

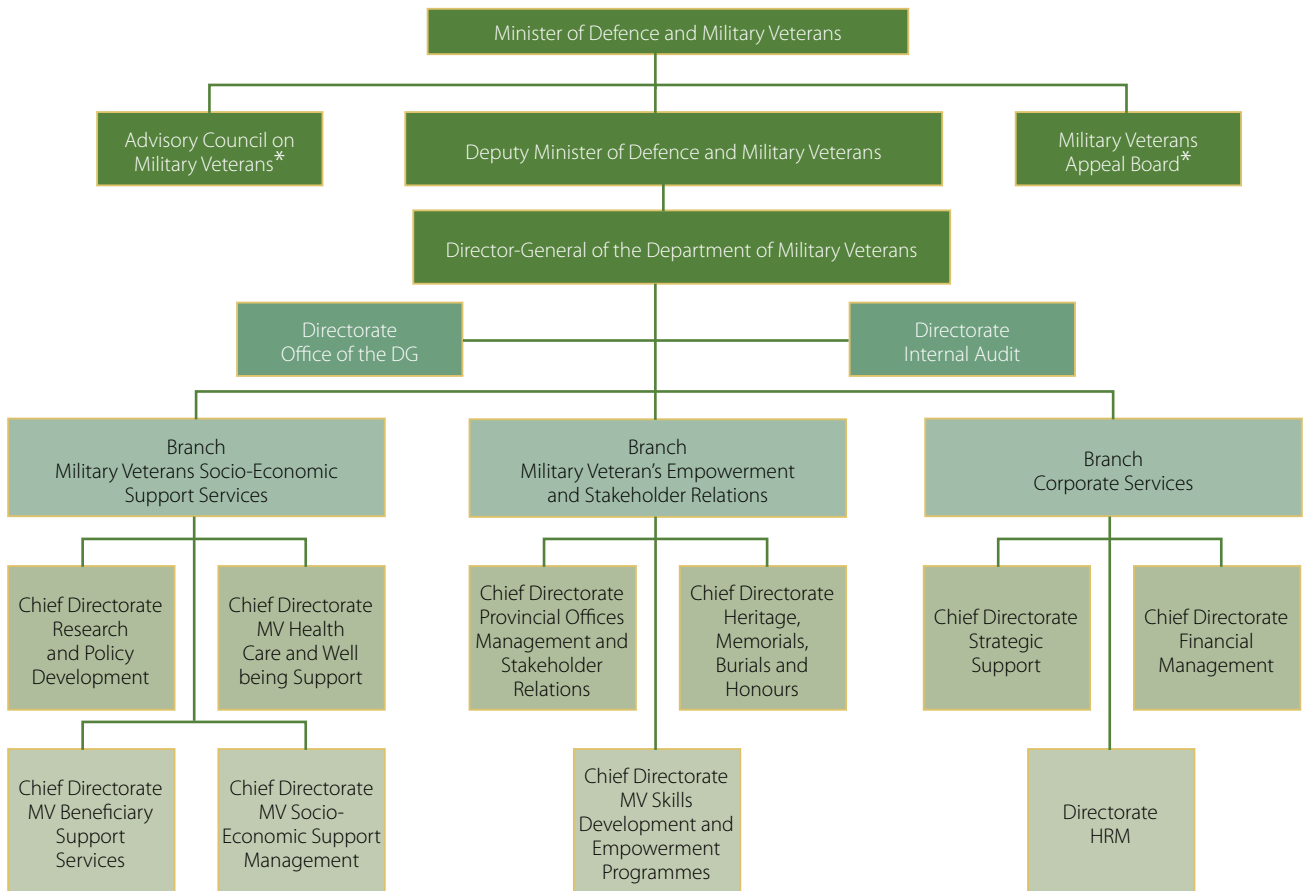
Indicator	Programme	MTDP outcome	Audited performance			Estimated performance	MTEF targets		
			2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Number of military veterans provided with newly built houses per year	Database Management and Socioeconomic Support	Social cohesion and nation building	222	133	115	250	150	150	150
Total number of military veterans and their dependants receiving pension benefits	Database Management and Socioeconomic Support		01	615	4 378	6 500	5 000	5 000	5 000
Percentage of eligible military veterans approved to access health care services	Database Management and Socioeconomic Support	Improved access to affordable and quality health care	19 475	17 691	17 943	18 400	100%	100%	100%
Number of bursaries provided to military veterans and their dependants per year	Empowerment and Stakeholder Management	Improved education outcomes and skills	4 114	3 690	2 711	4 500	3 500	3 500	3 500

1. Target of 2 000 not achieved mainly due to delays in finalising regulations for the pension benefit.

1. Target of 2 000 not achieved mainly due to delays in finalising regulations for the pension benefit.

8.4.6 DMV Structure/Organogram

The programmes that are linked with the approved organisational structure of the department are outlined below:



*The two statutory bodies provided for in the Military Veterans Act No. 18 of 2011, have since been included in the functional structure.

Figure 6: DMV Organisational Structure approved by DPSA and NT as at 2010

8.5 PROGRAMMES AND SUB-PROGRAMMES

8.5.1 PROGRAMME 1: ADMINISTRATION

The main purpose of the programme is to provide management and strategic administration 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 under this programme are described below:

- a) Management** - The sub-programme aims at providing departmental direction to ensure effective management of the Department.
- b) Corporate Services** - Render corporate support services in the Department of Military Veterans.
- c) Financial Administration** - Provide a cost-effective financial management services to the Department within the evolving regulatory frameworks by means of a professional and representative financial management system.
- d) Internal Audit and Risk Management** - Provides internal audit and risk management services to the Department by providing independent and objective assurance which is designed to add value and improve the Department's operation.
- e) 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.
- f) 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.

8.5.1.1 ADMINISTRATION OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Table 15: Administration Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Indicator ID	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
A fully integrated and high-performing organisation.	Favourable Audit outcome	PPI: 101	Favourable Audit outcome	Qualified	Qualified	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified
	Legitimate invoices paid within 30 days	PPI: 102	Percentage of legitimate invoices paid within 30 days	94%	66%	93%	100%	100%	100%	100%
	ICT Strategy implemented	PPI: 103	Percentage implementation of the ICT Strategy	1	0	1.5	100%	100%	100%	100%
	Representation of Persons with Disability.	PPI: 104	Percentage representation of persons with disability	2%	2%	1.7%	3%	3%	3%	3%
	Representation SMS of women in the SMS level	PPI: 105	Percentage representation of women at SMS level	54%	59,1%	52.6%	50%	50%	50%	50%
	Research Agenda 2030	PPI: 106	Research Agenda 2030 Implemented	New indicator	New indicator	New indicator	Approved Research Agenda 2030	Research Agenda 2030 implementation report	Research Agenda 2030 implemented	Review of the Research Agenda 2030

8.5.1.2 ADMINISTRATION INDICATORS, ANNUAL AND QUARTERLY TARGETS

Table 16: Administration Indicators, Annual and Quarterly Targets

Indicator ID	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
*PPI: 101	Favourable audit outcome	Unqualified	-	Unqualified	-	-
PPI: 102	Percentage of legitimate invoices paid within 30 days	100%	100%	100%	100%	100%
PPI: 103	Percentage implementation of the ICT Strategy	100%	100%	100%	100%	100%
*PPI: 104	Percentage representation of persons with disability	3%	-	-	-	3%
*PPI: 105	Percentage representation of women at SMS level	50%	-	-	-	50%
PPI:106	Research Agenda 2030 implemented	Research Agenda 2030 Implementation report	Consultation with Stakeholders	Implementation of prioritised programmes of the approved Research Agenda 2030	Implementation of prioritised research programmes	Prioritised Research programmes Report
*NB: Targets that are reported on only at the end of the financial year, will be continuously tracked on a monthly basis to ensure that challenges if any are addressed throughout the year so that targets are met.						

8.5.1.3 PLANNED PERFORMANCE OVER THE MTEF PERIOD

During the 2024/2025 financial year, the Administration Programme had a total of six planned targets, of which only two were achieved, resulting in a performance rate of 33%. This represents a 66% shortfall against the objectives outlined in the Annual Performance Plan for 2024/25, highlighting a significant underachievement in the programme's delivery.

The following are the Planned Performance over the MTEF Period:

- a. The outcome indicators were identified mainly in line with the department's mandate but also in alignment to the 3 priorities identified by the President of South Africa over the Medium-Term Development Plan period.
- b. The planned performance is aligned to the indicators as provided for in the Medium-Term Development Plan 2024-2029, to this end some indicators do not have baseline.
- c. Enablers to achieve the five-year targets:
 - Visible and stable leadership to sustain strategic oversight,
 - An Organisational Structure to effect the DMV Strategy,
 - A well-defined infrastructure to support a fully functional Department,

- Fully effective and efficient integrated ICT systems,
- Strive for continuous improvement to achieve financial viability and sustainability,
- Clean audits during the Medium-Term Development Plan 2024-2029,
- Effective good corporate governance,
- Strive for effective Stakeholder Management and Communication to support the core branches.

d. Explanation of the outcomes contribution to the achievement of the impact

The gender mainstreaming, empowerment and equality outcome is measured through the achievement of the 50% representation of women in the Senior Management Systems SMS and the achievement of 3% representation of Persons with Disability in the DMV. It further enjoins Departments in our case the DMV to have a gender mainstreaming strategy.

The professional and ethical public service outcome which is measured through a percentage of performance agreements signed and submitted, the performance assessments conducted and submitted will ensure that all public servant in the DMV contract for their expected performance and are further assessed on whether they perform optimally and where non-performance and under-performance are identified, corrective measures including employee development interventions are activated.

The department supports military veterans and their families by providing skills, education, financial aid, and access to jobs and business opportunities. Through partnerships and research, it strengthens service delivery and policy, promoting veterans' long-term well-being, economic independence, and social inclusion.

8.5.1.4 Programme Resource Considerations

In line with the strategic objective of the Administration Branch to establish a fully functional Department with appropriate infrastructure, efforts are underway to ensure that the Service Delivery Model (SDM) is supported by a well-resourced and fit-for-purpose organogram.

In previous financial years, the Department has faced cost pressures related to the Cost of Employment (CoE), largely due to reliance on an interim organisational structure. To address this, the Department is currently working in close consultation with the Department of Public Service and Administration (DPSA) and National Treasury (NT) to finalise both the SDM and the organogram.

With the aim of enhancing service delivery to military veterans, the Department is actively reviewing its organisational structure and service delivery model to ensure alignment with its mandate and improved operational efficiency.

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 MTDP Priorities 2024-2029 for the development of performance information.

The contribution of the Department to the MTDP Priorities will be impacted 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.

The Department will in the upcoming Five-Year Planning period achieve the impact of "Improved and sustained livelihoods of military veterans' community" by implementing a model that will simplify the rolling out of the military veterans' benefits.

According to the information in the Department of Military Veterans database, military veterans reside in all 9 provinces across the country. The DMV is expected to service all these military veterans to ensure that their livelihoods are improved and sustained. The problem statement in the current approach of the service delivery model is that services to military veterans are mostly administered at the DMV headquarters in Pretoria, which has a negative impact on the military veterans who are residing in areas far from the DMV headquarters in several aspects such as untimely access to services, travelling costs and accommodation costs.

DMV has a footprint in provincial offices in provinces, provincial governments have special projects that deal with military veterans affairs and some municipalities in the local sphere of government have made provisions to address military veterans affairs, however, the problem statement still persists.

The Presidential Task Team resolved that military veterans affairs must be addressed at all levels of spheres of government and the DMV provincial offices must be capacitated adequately in order to address the problem statement identified. Decentralised services from DMV headquarters to well-capacitated provincial structures will not only bring services closer to military veterans but also ensure that their livelihoods are improved and sustained.

The Department has developed an HR Strategy 2030, drafted a Service Delivery Model (not approved yet) and, through National Treasury's Government Technical Advisory Centre (GTAC), conducted a review of current structure and received a proposed structure. This existing work is a stepping stone towards further refinement, approval and implementation.

The Department continuously faces a challenge of under-achievement in its performance objectives and does not fully meet its mandate to improve the livelihoods of the military veterans. Historically, the Department achieved between 30 – 60% of its annual targets. As a result of sub-optimal systems the Department's audit has also not improved beyond unqualified audit opinion. The general assessment, even from its own officials, is that the Department is not adequately providing services and benefits to the military veterans as intended.

The sub-optimal performance of DMV is manifested through, among others:

- Underspending of the annual budget allocation;
- Poor service delivery of benefits to military veterans and their dependants;
- Poor morale and demotivation of employees due to frustrations arising from constrained systems that are not enabling them to perform;
- Strained relations between the Department and its key stakeholders, including Oversight structures of government, military veterans and Veterans' associations.

In addressing its HR capacity challenges the Department needs to review its current systems in order to deeply understand the problems and how a solution can be designed and implemented.

There are three key components of the solution the Department envisage embarking on during the five-year planning period.

- Anecdotal evidence suggest that many employees in the Department are misplaced in their current position and that others are not suitably qualified. The Department thus needs to conduct a skills audit in order to understand the staff profiles, whether employees are placed in the right positions and also to determine the suitability of employees for their jobs. The audit will enable employees to be positioned in suitable posts. Areas of re-training will be identified where necessary.

- The Department will during the 7th administration design a Service Delivery Model that is suitable to deliver the benefits to military veterans. This exercise includes a review of current work with the DMV mandate, and the division of work done at Headquarters versus the work done in the provinces.
- The Department currently does not have an appropriate organisational structure that accommodates its mandate and operational requirements. The Organisational Structure is a critical component of HR work that must be designed and implemented in order to ensure improved service delivery to military veterans.

In terms of the considerations on the design features of the service delivery model and organisation structure the department will ensure the following:

- Key principles will be established that govern the SDM and organisational structure.
- Functional requirements will be outlined to determine how provincial offices of DMV contribute effectively to the broader scope of work and the clear delineation of what the ideal working relationship between Provincial Offices and Headquarters.
- Roles, responsibilities and powers of Provincial Coordinators will be reviewed. This include exploring the possibilities of providing financial delegations to the Provincial coordinators.
- Role of external stakeholders (e.g. Government Departments, Offices of Premiers in the Provincial governments) will be enhanced, given the critical.

The table below presents the expenditure trends and estimates by sub-programme and economic classification for Administration Programme.

8.5.1.5 Expenditure trends and estimates

Table 17: Administration expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million	2022/23	2023/24				2024/25	2025/26	2022/23 - 2025/26		
Management	12.6	11.1	9.2	13.4	2.1%	7.5%	19.4	22.5	23.1	19.9%	10.1%
Corporate Services	76.4	64.9	71.5	70.8	-2.5%	45.9%	87.7	91.1	93.1	9.6%	42.3%
Financial Administration	19.3	22.2	22.8	30.2	16.2%	15.3%	34.4	35.5	36.7	6.7%	16.6%
Internal Audit	10.8	11.8	13.1	12.7	5.4%	7.8%	15.4	16.0	16.7	9.7%	7.5%
Strategic Planning, Policy Development, and Monitoring and Evaluation	12.5	13.3	12.1	16.2	9.0%	8.7%	17.0	17.6	18.4	4.5%	8.3%
Office Accommodation	13.4	25.4	20.4	31.9	33.4%	14.7%	31.4	32.8	34.2	2.4%	15.3%
Total	144.9	148.8	149.2	175.1	6.5%	100.0%	205.2	215.4	222.3	8.3%	100.0%
Change to 2025 Budget estimate				–			13.6	13.2	11.0		
Economic classification											
Current payments	138.9	146.4	144.1	170.7	7.1%	97.1%	196.6	207.4	214.0	7.8%	96.1%
Compensation of employees	65.5	65.8	65.0	74.0	4.1%	43.7%	92.0	98.2	101.5	11.1%	45.4%
Goods and services	73.4	80.3	79.1	96.7	9.6%	53.3%	104.6	109.2	112.5	5.2%	50.8%
of which:						–					–
Audit costs: External	6.8	7.3	8.4	7.2	2.2%	4.8%	8.4	8.8	9.1	8.1%	4.1%
Communication	2.8	1.2	0.9	6.0	29.3%	1.8%	6.2	6.6	4.9	-6.3%	2.7%
Computer services	13.4	14.3	18.2	12.5	-2.4%	9.4%	18.5	19.8	20.6	18.3%	9.2%
Operating leases	22.4	32.1	29.9	17.6	-7.8%	16.5%	25.5	26.1	27.6	16.2%	12.3%
Property payments	0.4	6.2	5.7	8.0	163.9%	3.3%	8.1	8.4	8.8	3.5%	3.9%
Travel and subsistence	8.0	4.5	3.2	8.2	0.9%	3.9%	8.9	9.4	9.8	5.9%	4.4%
Interest and rent on land	–	0.3	–	–	–	0.1%	–	–	–	–	–
Transfers and subsidies	2.9	2.3	0.4	–	-100.0%	0.9%	0.4	–	–	–	0.1%
Households	2.9	2.3	0.4	–	-100.0%	0.9%	0.4	–	–	–	0.1%
Payments for capital assets	3.1	0.1	4.6	4.5	13.1%	2.0%	8.1	8.0	8.3	23.1%	3.8%
Machinery and equipment	3.1	0.1	1.9	1.4	-22.9%	1.0%	3.1	2.7	2.8	25.1%	1.3%
Software and other intangible assets	–	–	2.8	3.0	–	0.9%	5.1	5.3	5.5	22.2%	2.5%

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million	2022/23	2023/24				2024/25	2025/26	2022/23 - 2025/26		
Total	144.9	148.8	149.2	175.1	6.5%	100.0%	205.2	215.4	222.3	8.3%	100.0%
Proportion of total programme expenditure to vote expenditure	23.5%	25.4%	19.7%	19.9%	–	–	22.5%	22.7%	22.8%	–	–
Details of transfers and subsidies											
Households											
Social benefits											
Current	0.1	0.2	0.4	–	-100.0%	0.1%	0.4	–	–	–	0.1%
Household	0.1	0.2	0.4	–	-100.0%	0.1%	–	–	–	–	–
Early retirement and voluntary exit programmes	–	–	–	–	–	–	0.4	–	–	–	0.1%
Other transfers to households											
Current	2.8	2.1	–	–	-100.0%	0.8%	–	–	–	–	–
Household	2.8	2.1	–	–	-100.0%	0.8%	–	–	–	–	–

PERSONNEL INFORMATION

Table 18: Administration personnel numbers and cost by salary level¹

Table 26.7 Administration personnel numbers and cost by salary level ¹																			
Salary level	Number of posts estimated for		Number and cost ² of personnel posts filled/planned for on funded establishment														Average growth rate (%)	Average: Salary level/ Total (%)	
	31 March 2026		Actual			Revised estimate			Medium-term expenditure estimate										
	Number of funded posts	Number of posts additional to the establishment	2024/25			2025/26			2026/27		2027/28		2028/29		2025/26 -2028/29	2026/27 -2028/29			
			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Administration			Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost		
103	25	83	65.0	0.8	111	74.0	0.7	132	92.0	0.7	134	98.2	0.7	130	101.5	0.8	5.3%	100.0%	
1 – 6	39	22	24	6.7	0.3	37	10.9	0.3	49	14.8	0.3	50	16.8	0.3	48	16.9	0.4	8.8%	37.1%
7 – 10	42	2	29	16.7	0.6	48	28.0	0.6	55	36.8	0.7	55	38.8	0.7	54	39.6	0.7	4.0%	41.6%
11 – 12	10	1	17	19.9	1.2	19	23.4	1.2	19	24.6	1.3	19	25.9	1.4	19	27.4	1.4	–	14.4%
13 – 16	12	–	13	21.7	1.7	7	11.7	1.7	9	15.8	1.7	9	16.7	1.8	9	17.6	1.9	9.4%	6.9%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.
2. Rand million.

8.5.2 PROGRAMME 2 : SOCIO-ECONOMIC SUPPORT (SES)

The main purpose of the programme is to Manage the national military veterans database; and develop and implement legislation, policy frameworks and service delivery cooperation agreements on compensation for injury in military service, counselling, health care, public transport, pension and housing benefits for military veterans eligible for such support.

The programme consists of three sub-programmes, namely:-

- a) Database and Benefits Management (DBM)** - Establishes systems for the seamless transition of servicemen and servicewomen from active military service to civilian life, consolidates and ensures the credibility and security of the national military veterans' database, and exercises oversight on governance obligations and resources allocated to the unit for delivery on the relevant provisions of the Military Veterans Act 18 of 2011.
- b) Healthcare and Well-being Support** - Facilitates the provision of health care services and wellbeing support to military veterans, including initiatives to prevent diseases.
- c) Socio-Economic Support Management** - Develops norms and standards for the provision of public transport, pension benefits, housing and social relief of distress for eligible military veterans; establishes strategic partnerships to advance service delivery; tracks delivery by service providers on agreed targets; and reports on service delivery and ensures continual improvement.

Objectives:

- Establish an enabling environment for the provision of socioeconomic support services to military veterans by:
 - maintaining the credibility and security of the national database of military veterans through consolidating data, and updating software and the personal files of military veterans on an ongoing basis
 - facilitating access to benefits espoused in section 5 of the Military Veterans Act (2011) for eligible military veterans by March 2029.
- Advance the delivery of social services to military veterans and their dependants by developing strategic partnerships with other organs of state and in broader society, where applicable, to ensure that by the end of 2028/29:
 - 450 military veterans are approved to access newly built houses
 - 5 000 military veterans and their dependants are provided with pension benefits
 - 18 743 military veterans have access to health care services.

8.5.2.1 SES OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Table 19: SES Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Indicator ID	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
An improved socio-economic status of military veterans.	Confirmed military Veterans registered in the database	PPI: 201	Number of confirmed military veterans registered in the database per year	1 184	1 417	1 678	1 500	1 500	1 500	1 500
	Military veterans provided with newly built houses per year	PPI: 202	Percentage of completed houses allocated to eligible military veterans per year	New Indicator	New Indicator	New indicator	New indicator	100%	100%	100%
	Military veterans approved for the compensation benefit	PPI: 203	Percentage of military veterans approved for the compensation benefit per annum	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%
	Military veterans and their dependents receiving pension benefit	PPI: 204	Total number of military veterans and their dependents receiving pension benefit	0	615	4 378	6 500	5 000	5 000	5 000
	Military veterans approved to access health care services	PPI: 205	Percentage of eligible military veterans approved to access health care services	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%
	Military veterans and dependents who have been provided with dedicated counselling services and treatment	PPI: 206	Number of military veterans and dependents provided with dedicated counselling services and treatment	696	602	607	500	600	600	600
	Eligible military veterans approved for mortgage bonds subsidy per year	PPI: 207	Percentage of approved mortgage loan settlement application paid per quarter	New indicator	New indicator	New Indicator	New indicator	100%	100%	100%
	Feasibility study on subsidised public transport	PPI 208	Approved feasibility study on subsidised public transport	0	0	0	New indicator	Report on feasibility study on subsidised public transport	Strategy on subsidised public transport	Regulations on subsidised public transport

Outcome	Outputs	Indicator ID	Output Indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Comprehensive managed healthcare service delivery model for military veterans	PPI: 209	Comprehensive managed healthcare service delivery model for military veterans acquired	New Indicator	New Indicator	New Indicator	New Indicator	Comprehensive managed healthcare service delivery model for military veterans acquired	Implementation and monitoring of the approved service delivery model	Implementation and monitoring of the approved service delivery model

8.5.2.2 SES INDICATORS, ANNUAL AND QUARTERLY TARGETS

Table 20: SES Indicators, Annual and Quarterly Targets

Indicator ID	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
PPI: 201	Number of confirmed military veterans registered in the database per year	1 500	375	375	375	375
PPI: 202	Percentage of completed houses allocated to eligible military veterans per year	100%	0	0	0	100%
PPI: 203	Percentage of military veterans approved for the compensation benefit per annum	100%	0	0	0	100%
PPI: 204	Total number of military veterans and their dependents receiving pension benefit	5 000	1 250	2 500	3 750	5 000
PPI: 205	Percentage of eligible military veterans approved to access health care services	100%	100%	100%	100%	100%
PPI: 206	Number of military veterans and dependents provided with dedicated counselling services and treatment	600				600
PPI: 207	Percentage of approved mortgage loan settlement application paid per quarter	100%	100%	100%	100%	100%
PPI: 208	Approved feasibility study on subsidised public transport	Report on the feasibility study on subsidised public transport				Approved report on the feasibility study on subsidised public transport
PPI: 209	Comprehensive managed healthcare service delivery model for military veterans	Comprehensive managed healthcare service delivery model for military veterans	Concept document developed and presented to MANCO	Approved concept document	Appointment of a service provider comprehensive managed healthcare service delivery model for military veterans	Prepare military veterans migration process

8.5.2.3 PLANNED PERFORMANCE OVER THE MEDIUM-TERM PERIOD (MTEF)

During 2024/2025 financial year, the Socio-Economic Support Programme had 7 planned annual targets, of which 5 were achieved, resulting in a performance rate of 71% and a 29% shortfall.

The contribution of outputs towards achieving the outcomes and impact in the Strategic Plan aligned to the mandate of the mandate of the institution; as well as the achievement of priorities of women, children and Persons with disabilities. The SES Branch is alive to basic human requirements according to bill of rights i.e, are health, housing which are part of our core benefits provision in the branch.

Beneficiary Support Services had over years been tasked to provide an Integrated Database Management Solution for the Department but have not been able to achieve this goal over the past years resulting in the budget not being utilised.

The Subsidised public transport benefit is not yet implemented however there will be an exercise to collect relevant data and information towards policy development and finalisation of such a framework.

Over the Medium-Term Expenditure Framework (MTEF) period from 2024/25 to 2026/27, the Military Veterans Housing Program has set clear performance targets aimed at expanding access to dignified housing for eligible veterans.

The following are the Planned Performance over the MTEF Period:

a) Database and Benefits Management (DBM)

- The DBM Directorate is responsible to receive new application of a force member who retired from the army and wanted to be included in the National Military Veterans Database.
- After receiving the application form with required documentation, the Database and Benefits Management will confirm the information on serving with the Department of Defence HR section
- The results will be approved or not approved based on the content of the information on the application form. We either approve or reject the application.
- Since the Covid-19 pandemic outbreak, less men and women in uniform are exiting the service.
- Database and Benefits Management Policy, finalise the MoU with Department of Defence, SLA and review of Standard operating procedure (SOP).
- Implementation of the Digitisation project, which will see all the paper files within DMV being converted into electronic format.
- Cleaning and updating of the database to ensure credibility and updating of dependents.

g) Housing Benefit

The Key enablers for achieving the MTEF target on military veterans housing includes:

- Effective Intergovernmental Coordination: Collaboration between the DMV, Department of Human Settlements, Provincial governments, and Municipalities is essential for land acquisition, infrastructure development, and service delivery.
- Monitoring and Evaluation Mechanisms: Progress tracking, and feedback systems help identify challenges early and adjust strategies accordingly.

- Stakeholder engagement and Support: Involving veterans and their communities in planning and decision-making through the Public Service Commission (PSC) fosters ownership and ensures the housing meets their needs.
- Adequate Budget Allocation and Disbursement: ensuring that the allocated funds under the MTEF are sufficient and disbursed to provinces to support housing projects.
- Policy finalisation and the review of the Regulations: clear policies that define eligibility, housing standards to help streamline efforts
- Participate in the development and implementation of the integrated database management systems. (IDMS)
- Facilitate the review of the housing regulations and development of a strategy on subsidised public transport to ensure that benefits are provided to the neediest.

c) Healthcare and Wellbeing benefit

The DMV continues to provide all 3 healthcare services benefits to military veterans primarily through the South African Military Health Services (SAMHS), and in some instances through the Department of Health (DoH) facilities.

The DMV is considering the review of the current DMV healthcare service delivery model to a model that will enable comprehensive, efficient, effective and affordable access to healthcare services, while awaiting the implementation of the National Health Insurance (NHI).

- Proposal for review of the healthcare service delivery model (Medical cover and administrator) that will allow a national footprint access to healthcare has been tabled for consideration during the MTEF period while awaiting the implementation of the National Health Insurance.
- Negotiations will continue with the Department of Health (DoH) to enter a Memorandum of Understanding to facilitate accessibility of healthcare services to military veterans, and that military veterans are accorded status equivalent to that of persons living with disabilities or the aged while accessing services at DoH facilities.
- Review of the 3 policies of the programmes in the healthcare and wellbeing unit will be done.
- Inputs into the draft military veterans Act to include spouses and dependents of military veterans.
- Priorities in relation to women, youth and people with disabilities.

d) Compensation Benefit

For 2026/2027 financial year, the DMV is targeting 100% of military veterans eligible compensation assessments and payments. The Medical assessments for the compensation benefit continue to be provided through SAMHS and progressing well.

e) Pension benefit

- Cooperate and collaborate with GPAA on the disbursement of the pension benefit to eligible recipients.
- Implement 2025 Pension Regulations to enhance affordability and sustainability of the pension benefit.

NB: All benefits are provided to military veterans and /or dependents registered in the DMV database, recipients cover both gender and youth.

Enablers to achieve the targets are as follows:

The following key issues must be covered in the narrative per programme:

- Implementation of IDMS and interface with other government systems
- Approval and implementation of the SDM
- Development and implementation of organisational structure
- Allocation of sufficient funds towards pension benefit
- Extensive research output towards the subsidised public transport strategy

8.5.2.4 Programme Resource Considerations

The SES branch is required to disburse eight (8) military veterans benefits. The branch spends approximately 80% of its allocated budget on benefits. Presently, the branch has prioritised Healthcare Services, Housing Support and Compensation for Injuries as its key benefits. To support service delivery, the branch requires adequate human capacity, office accommodation and systems to optimally achieve the mandate.

In line with the need to optimise on funds and resources allocated, the branch will facilitate partnerships with functional departments and other spheres of government to fast track service delivery.

Consideration for resourcing the envisaged healthcare service delivery model is imperative as it is expected to yield positive spinoffs financial, and possibly improved health outcomes relating to the managed healthcare component.

The table below presents the expenditure trends and estimates by sub-programme and economic classification for Socio-Economic Support (SES) Programme.

8.5.2.5 Expenditure trends and estimates

Table 21: Socioeconomic Support expenditure trends and estimates by subprogramme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	R million	2022/23	2023/24				2024/25	2025/26	2022/23 - 2025/26		
Database and Benefits Management	11.5	9.9	8.4	22.3	24.6%	3.6%	28.0	27.2	22.9	0.9%	5.8%
Health Care and Wellbeing Support	161.5	197.7	184.9	183.3	4.3%	50.5%	197.7	204.4	213.2	5.2%	45.9%
Socioeconomic Support Management	146.2	27.4	220.0	267.1	22.3%	45.9%	207.5	215.2	224.5	-5.6%	48.3%
Total	319.2	235.1	413.2	472.7	14.0%	100.0%	433.3	446.8	460.6	-0.9%	100.0%
Change to 2025 Budget estimate				-			(7.1)	(9.5)	(16.2)		
Economic classification											
Current payments	179.3	194.6	190.5	208.6	5.2%	53.7%	235.8	242.4	247.0	5.8%	54.1%

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
Compensation of employees	26.7	20.1	23.1	25.5	-1.5%	6.6%	34.0	35.5	36.0	12.1%	7.9%
Goods and services	152.6	174.5	167.4	183.1	6.3%	47.0%	201.8	206.8	211.0	4.8%	46.2%
of which:						-					-
Administrative fees	0.3	0.1	0.5	1.5	80.3%	0.2%	1.8	2.1	2.2	13.5%	0.5%
Consultants: Business and advisory services	0.5	-	0.5	5.3	122.2%	0.4%	4.5	4.2	4.1	-8.1%	1.0%
Contractors	143.8	172.0	165.1	163.2	4.3%	44.7%	176.7	182.5	190.7	5.3%	41.0%
Fleet services (including government motor transport)	-	-	-	0.0	-	0.0%	2.2	0.6	0.3	123.5%	0.2%
Consumables: Stationery, printing and office supplies	0.1	0.2	0.4	0.6	66.2%	0.1%	2.3	2.4	2.6	59.3%	0.5%
Travel and subsistence	6.4	1.7	0.7	6.7	1.5%	1.1%	8.8	9.2	7.5	3.8%	1.9%
Transfers and subsidies	139.9	38.5	221.9	263.3	23.5%	46.1%	195.7	202.6	211.7	-7.0%	45.5%
Households	139.9	38.5	221.9	263.3	23.5%	46.1%	195.7	202.6	211.7	-7.0%	45.5%
Payments for capital assets	0.0	0.0	0.9	0.9	270.7%	0.1%	1.7	1.9	1.9	30.8%	0.4%
Machinery and equipment	0.0	0.0	0.9	0.9	270.7%	0.1%	1.7	1.9	1.9	30.8%	0.4%
Payments for financial assets	-	1.9	-	-	-	0.1%	-	-	-	-	-
Total	319.2	235.1	413.2	472.7	14.0%	100.0%	433.3	446.8	460.6	-0.9%	100.0%
Proportion of total programme expenditure to vote expenditure	51.8%	40.1%	54.5%	53.8%	-	-	47.5%	47.2%	47.1%	-	-
Details of transfers and subsidies											
Households											
Social benefits											
Current	6.8	27.0	206.3	233.3	225.0%	32.9%	177.9	183.4	191.0	-6.4%	41.2%
Military veterans' benefits	6.8	27.0	206.3	233.3	225.0%	32.9%	177.9	183.4	191.0	-6.4%	41.2%
Other transfers to households											
Current	133.1	11.5	15.6	30.0	-39.1%	13.2%	17.8	19.2	20.7	-11.7%	4.3%
Military veterans' benefits	133.1	11.5	15.6	30.0	-39.1%	13.2%	17.8	19.2	20.7	-11.7%	4.3%

Personnel informationn

Table 22: Socioeconomic Support personnel numbers and cost by salary level¹

Number of posts estimated for 31 March 2026			Number and cost ² of personnel posts filled/planned for on funded establishment														Average growth rate (%)	Average: Salary level/ Total (%)			
			Actual			Revised estimate			Medium-term expenditure estimate												
Number of funded posts	Number of posts additional to the establishment	2024/25			2025/26			2026/27		2027/28		2028/29				2025/26 -2028/29	2026/27 -2028/29				
		Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost					
Database Management and Socioeconomic Support			20	18	30	23.1	0.8	41	25.5	0.6	114	34.0	0.3	114	35.5	0.3	102	36.0	0.4	35.9%	100.0%
Salary level																					
1 – 6	6	15	5	1.6	0.3	17	5.7	0.3	90	13.2	0.1	90	13.5	0.2	79	12.8	0.2		66.5%	78.3%	
7 – 10	5	3	13	6.4	0.5	14	6.2	0.4	14	6.5	0.5	14	6.8	0.5	14	7.2	0.5		–	12.6%	
11 – 12	4	–	7	8.2	1.2	5	6.2	1.2	5	6.6	1.3	5	7.0	1.4	5	7.4	1.5		0.5%	4.6%	
13 – 16	5	–	5	7.0	1.4	5	7.4	1.5	5	7.7	1.5	5	8.2	1.6	5	8.6	1.7		–	4.5%	

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.

2. Rand million.

8.5.3 PROGRAMME 3: EMPOWERMENT AND STAKEHOLDER MANAGEMENT (ESM)

The main purpose of this programme is to manage and facilitate the implementation of military veteran empowerment and stakeholder management programmes.

The programme consists of three sub-programmes, namely:

- a) **Provincial Offices and Stakeholder Relations** - facilitates and coordinates military veteran stakeholder institutions and provides administrative support to secure stakeholders from public and private institutions that are willing to contribute towards the wellbeing of military veterans.
- b) **Empowerment, Skills Development and Education Support Benefit** - provides education, skills programmes and related activities to ensure that military veterans contribute positively to mainstream economic activities.
- c) **Heritage, Memorials, Burials and Honours** - provides services to honour the contributions made by military veterans in the struggle for democracy, and ensures that their memorials are adequately secured, articulated in a dignified manner and captured in historical texts.

Objectives:

- Ensure the empowerment of deserving military veterans by:
 - developing and implementing a special purpose vehicle to facilitate business opportunities for them over the MTEF period.
 - forming partnerships with 12 companies in the private sector and other organs of state, entering into service-level agreements and memorandums of understanding over the MTEF period, and monitoring and evaluating the implementation of these agreements and memorandums of understanding to ensure that support is provided annually
 - providing 3 000 military veterans with access to relevant training and skills development, and concluding 12 formal agreements with institutions of higher education and training to provide skills development over the MTEF period
 - providing bursaries to 3 500 eligible military veterans and their dependants per year over the medium term
 - facilitating the integration of the South African National Military Veterans Association in the international community through the establishment of relevant exchange programmes over the MTEF period
 - facilitating the integration of military veterans into the workforce on an ongoing basis.

8.5.3.1 ESM OUTCOMES, OUTPUTS, PERFORMANCE INDICATORS AND TARGETS

Table 23: ESM Outcomes, Outputs, Performance Indicators and Targets

Outcome	Outputs	Indicator ID	Output indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
An improved socio-economic status of military veterans.	Memorial lectures coordinated for military veterans	PPI: 301	Number of memorial lectures coordinated for military veterans	4	3	4	4	4	4	4

Outcome	Outputs	Indicator ID	Output indicators	Annual Targets						
				Audited /Actual Performance			Estimated Performance	MTEF Period		
				2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	Military veterans and their dependents approved for skills development programmes	PPI: 302	Percentage of military veterans and their dependents approved for skills development programmes	New indicator	New Indicator	New Indicator	New indicator	100%	100%	100%
	Bursaries provided to military veterans and their dependents per year	PPI: 303	Percentage of Bursaries provided to military veterans and their dependents per year	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%
An improved socio-economic status of military veterans.	Military veterans' businesses provided with access to business facilitation programmes	PPI: 304	Number of economic empowerment programmes facilitated for military veterans' businesses	New Indicator	New Indicator	New Indicator	2	3	4	5
	Military veterans provided with access to employment placement opportunities	PPI: 305	Number of military veterans provided with access to employment placement opportunities	0	0	9	30	30	30	30
Effective Stakeholder Management and Intergovernmental Relations.	Partnership agreements with other departments and entities	PPI: 306	Number of Partnership agreements with other government departments and entities	New Indicator	3	3	4	4	4	4
An improved socio-economic status of military veterans.	Deceased military veterans' families provided with burial support	PPI: 307	Percentage of deceased military veterans' families provided with burial support	New Indicator	New Indicator	New Indicator	New Indicator	100%	100%	100%

8.5.3.2 ES� Indicators, Annual and Quarterly Targets

Table 24: ES� Indicators, Annual and Quarterly Targets

Indicator ID	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
PPI: 301	Number of memorial lectures coordinated for military veterans	4	1	1	1	1
PPI: 302	Percentage of military veterans and their dependents approved for skills development programmes	100%	100%	100%	100%	100%
PPI: 303	Percentage of Bursaries provided to military veterans and their dependents per year	100%	-	-	-	100%
PPI: 304	Number of economic empowerment programmes facilitated for military veterans businesses	3	-	1	1	1
PPI: 305	Number of military veterans provided with access to employment placement opportunities	30	-	10	10	10
PPI: 306	Number of Partnership agreements with other departments and entities	4	-	-	1	3
PPI: 307	Percentage of deceased military veterans families provided with burial support	100%	100%	100%	100%	100%

8.5.3.3 PLANNED PERFORMANCE OVER THE MTEF PERIOD

During 2024/2025 financial year, the Empowerment and Stakeholder Management (ESM) programme had 7 annual targets, of which only 2 were achieved, resulting in a performance rate of 29% and a 71% shortfall against set targets.

The strategic focus of the Empowerment and Stakeholder Management will be on the following aspects:

Enablers to achieve the five-year targets are as follows:

EMPOWERMENT, SKILLS DEVELOPMENT AND EDUCATION SUPPORT BENEFIT

- Strengthening of existing and establishment of new working relationships with identified Sector Education and Training Authorities (SETAs), Community Colleges, Technical and Vocational Education and Training (TVET) Colleges, Small Enterprise Development Agency (SEDA) and relevant industries and state organs such as such as South African National Parks for the facilitation of skills training and funding programmes;
- Advocacy for the inclusion of military veterans in jobs and business opportunities to be created through the Job Summit, Operation Phakisa, Public Works Development Programmes and Spatial Developments;
- The department will also be working with the Department of Agriculture, Land Reforms and Rural Development (DALRRD) on land and agriculture initiatives. The department plans to also engage Provincial departments of agriculture to identify these agricultural interventions.
- The strengthening of existing and establishment of new working relationships with relevant departments namely Department of Small Business Development (DSBD), Department of Employment and Labour (DEL) and the Department of Human Settlements (DHS), Department of Trade and Industry (DTI) and organs of state for market linkages;
- The strengthening of existing and establishment of new working relationships with business funding state organs namely the Small Enterprise Finance Agency (SEFA), Industrial Development Corporation (IDC) and the National Empowerment Fund (NEF);
- Contribute towards the development of education support regulation.
- Enter MoU with DHET as well as review the Department of Basic Education (DBE) to enable alignment of processes in the implementation of education, training and skills development benefit.
- ESM's Education Support and Skills Unit have started to report on the BBBEE Framework in compliance with the BBBE Empowerment Act 53 of 2003.

HERITAGE, MEMORIALS, BURIALS AND HONOURS

- Continue to provide burial support services for military veterans, recognising and honouring them posthumously.
- Facilitate and coordinate the identification, protection and maintenance of liberation struggle military veterans graves, in collaboration with the relevant line functions departments
- Facilitate for the repatriation and restitution of human remains of military veterans and any other service incidental to this function and enlist support and assistance from Department of Sport, Arts and Culture (DSAC), South African Heritage Resources Agency (SAHRA), Depart of Justice and Constitutional Development (DoJ & CD) and other supporting departments.

- The strengthening of existing and establishment of strategic partnerships with identified heritage stakeholders and supporting departments from the DSAC and its agencies (SAHRA, NHC, Freedom Park and Robben Island) to DoJ & CD and others to recognize and honour military veterans and memorialize them through rehabilitating their graves; facilitation and coordination of military veterans in the Resistance Liberation and Heritage Route (RLHR); aligning and tracking the delivery of the RLHR.
- The department will also be working with the DASC in issues of heritage and memorialisation which includes the repatriation of remains of our heroes and heroines from the Southern African Development Community (SADC) region and other countries.

PROVINCIAL OFFICES AND STAKEHOLDER RELATIONS

The Department will in 2026/2027 financial year continue to strengthen the intergovernmental relations with all the three spheres of government, namely, National, Provincial and Local governments. There is a need to review the Stakeholder Management policy to ensure synergy with all other requirements by the departmental stakeholders.

The department will during the 2026/2027 financial year, amongst others:-

- Implement Stakeholder Management Plan;
- Improve and manage relationships with Departmental key partners and other organs of state, and;
- Improve coordination and implement joint programmes through integrated joint outcome bases planning in collaboration with Intergovernmental Relations partners

8.5.3.4 PROGRAMME RESOURCE CONSIDERATIONS

During the MTEF, ESM will prioritise Burial Support and Heritage, Memorials and Honouring of military veterans through honouring military veterans whilst alive and aim to provide decent burials as when military veterans depart this earth.

The branch will fast track business empowerment initiatives and facilitate job placement initiatives. The table below presents the expenditure trends and estimates by sub-programme and economic classification for Empowerment and Stakeholder Management (ESM) Programme.

8.5.3.5 EXPENDITURE TRENDS AND ESTIMATES

Table 25: Empowerment and Stakeholder Management expenditure trends and estimates by sub-programme and economic classification

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2026/27	2027/28		
	R million				2022/23 - 2025/26					2025/26 - 2028/29	2026/27 - 2028/29
Provincial Offices and Stakeholder Relations	47.7	26.0	27.6	45.0	-1.9%	18.8%	43.2	44.5	44.5	-0.4%	15.5%
Empowerment, Skills Development and Education Support	79.8	154.7	138.2	142.6	21.4%	66.1%	185.7	193.4	200.0	11.9%	67.8%
Heritage, Memorials, Burials and Honours	24.1	21.4	29.6	43.1	21.4%	15.2%	45.3	47.4	49.6	4.8%	16.7%

Subprogramme	Audited outcome			Adjusted appropriation	Average growth rate (%)	Average: Expenditure/ Total (%)	Medium-term expenditure estimate			Average growth rate (%)	Average: Expenditure/ Total (%)
	2022/23	2023/24	2024/25				2025/26	2022/23 - 2025/26	2026/27		
R million	2022/23	2023/24	2024/25	2025/26	2022/23 - 2025/26	2026/27	2027/28	2028/29	2025/26 -2028/29	2026/27 -2028/29	
Total	151.5	202.1	195.4	230.7	15.0%	100.0%	274.3	285.3	294.1	8.4%	100.0%
Change to 2025 Budget estimate				-			(10.0)	(11.7)	(16.3)		

PERSONNEL INFORMATION

Table 26: Empowerment and Stakeholder Management personnel numbers and cost by salary level¹

	Number of posts estimated for 31 March 2026		Number and cost ² of personnel posts filled/planned for on funded establishment															Average growth rate (%)	Average: Salary level/ Total (%)
	Number of funded posts	Number of posts additional to the establishment	Actual			Revised estimate			Medium-term expenditure estimate										
			2024/25	2025/26	2026/27	2027/28	2028/29	2025/26 -2028/29	2026/27 -2028/29										
Empowerment and Stakeholder Management	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost	Number	Cost	Unit cost				
Salary level	46	5	39	32.3	0.8	47	34.0	0.7	40	32.5	0.8	39	33.9	0.9	38	35.4	0.9	-6.7%	100.0%
1 – 6	4	2	4	1.3	0.3	4	1.4	0.3	2	0.7	0.4	2	0.7	0.4	1	0.4	0.4	-34.6%	4.4%
7 – 10	26	3	14	6.2	0.5	29	15.0	0.5	24	13.1	0.6	23	13.6	0.6	23	14.3	0.6	-7.3%	59.6%
11 – 12	9	-	14	14.2	1.0	7	7.9	1.1	7	8.3	1.2	7	8.7	1.2	7	9.2	1.3	-	18.0%
13 – 16	7	-	8	10.5	1.3	7	9.8	1.4	7	10.3	1.5	7	10.9	1.6	7	11.5	1.6	-	18.0%

1. Data has been provided by the department and may not necessarily reconcile with official government personnel data.
2. Rand million.

8.6 OVERALL HUMAN RESOURCE RECONSIDERATIONS (ADMIN, SES & ESM)

Table 27: Information with respect to Human Resource Employment Profile

SALARY LEVEL	PERMANENT	CONTRACT	INTERNS	VACANCIES	TOTAL
16	-	-	-	1	1
15	1	-	-	2	3
14	6	-	-	2	8
13	10	-	-	7	17
12	19	-	-	4	23
11	12	-	-	10	22
10	19	1	-	4	24
9	5	2	-	3	10
8	6	-	-	1	7
7	20	-	-	3	9
6	11	27	-	5	43
5	2	-	-	1	3
4	2	9	-	-	11

SALARY LEVEL	PERMANENT	CONTRACT	INTERNS	VACANCIES	TOTAL
3	-	-	-	-	-
2	-	-	-	-	-
TOTAL	113	39	-	43	181

Total permanent staff including vacancies: 156

Current staff members : 113
 Vacancies : 43
 Contract workers : 39
 Interns : 0

The approved structure of the department consists of 169 posts. As at February 2026, a total number of 113 filled posts. The department has 39 contract workers and 12 periodical contract workers.

9. UPDATED KEY RISKS

Governance Risk and Compliance is the integrated collection of capabilities that enable an organisation to achieve Principled Performance - the ability to reliably achieve objectives, address uncertainty, and act with integrity (OCEG,2024) This includes work done by departments in governance, strategy, risk, compliance, security, audit, finance, legal, IT, and HR. But it also includes operators in lines of business, the executive suite, and the board itself.

The Department of Military has in previous years been encountering complains from internal and external stakeholders regarding services delivery and most important with regard to governance structures, risk and compliance which are in total collapse. It is important to remember that organisations have been governed, and risk and compliance have been managed for a long time — in this way, GRC is nothing new (OCEG, 2024).

However, many had not approached these activities in a mature way nor supported each other to enhance the reliability of achieving organisational objectives. 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 portfolio whilst ensuring legislative compliance. Progress was made in enhancing leadership through the filling-in of critical positions. The Department made efforts to appoint an Acting Director-General and filled some middle management positions. The new audit committee has also started in earnest its work of assisting the Department to achieve clean audit. 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 28: Updated key risks

Outcomes	Key Risks	Risk Mitigations
Decentralised Services	Delay in the finalisation of organisational structure	Solicit capacity from other government institutions to accelerate the finalisation of the structure
	Lack of automated IT systems	Automate and integrate manual process to improve internal efficiencies
An improved socio-economic status of military veterans.	Inadequate business systems (non-integration) to support the strategy of the Department	Allocation of budget for the acquisition of services to develop and modernize the DMV systems.
	Misalignment between the organisational structure, legislation and policies to the Service Delivery Model(SDM)	Review and finalise the Service Delivery Model
Effective Stakeholder Management and Intergovernmental Relations.	Limited desktop research on services and benefits for military veterans	Develop a research agenda 2030
	Absence of a consolidated stakeholder engagement plan	Develop a stakeholder engagement strategy
A fully integrated and high-performing organisation.	Toxic organisational culture	Foster new culture and put in place interventions that will enforce culture change
	Lack of effective performance management system	Establish clear expectations and goals and promote a culture of accountability

Table 29: Spatially Distributed Risks

Sr No	TYPE OF RISK	MITIGATION
01	Natural disaster. DMV's buildings are located in areas prone to natural disasters, which can damage the infrastructure and disrupt services.	Risk acceptance: Accept the spatial risks by having contingency and business continuity plans to minimize the impact of any adverse events.
02	Cyber security threats. DMV stores sensitive data such as personal information and financial records that are at risk of cyber-attacks, data breaches, and identity theft, which can lead to reputational risk.	Availability of a firewall, a secured network with backup facilities managed by SITA Availability of a disaster recovery plan. Regular communication of information system security measures to employees.
03	Infrastructure failure. The department relies on critical infrastructure such as power grids, water supply, and transportation networks, which can affect service delivery.	Availability of backup power in the form of a standby generator. Can all workers work remotely?
04	Social unrest. The nature of DMV clients and DMV past histories indicate the prevalence of social unrest, which has the potential to damage property, disrupt service, and cause possible harm to personnel.	Risk has been managed by the employment of security personnel at the department's entrance, which is available for 24 hours. Risk acceptance: Accept the spatial risks by having contingency plans to minimize the impact of any adverse events The acting DG has proposed measures that will improve service delivery to clients, thus reducing the risk of unrest from disgruntled clients. Regular communication with stakeholders.

10. Public Entities/ Statutory Bodies

Section 7, 10 and 20 of the Military Veterans Act establishes three Statutory Bodies. These are the South African National Military Veterans Association (SANMVA), Advisory Council (AC) as well as Appeal Board (AB).

Table 30: Statutory Bodies

Name of public entity	Mandate	Outcomes
Appeal Board (AB)	Consider any appeal lodged with it by Military Veteran against any decision taken by an official in terms of the military veterans act which adversely affects the rights of that Military Veteran.	Fair and just determinations of military veterans rights
Advisory Council (AC)	Advise the minister on any matter relating to the policy applicable to military veterans.	Policy and regulatory advice
National Military Veterans' Association (i.e. South African National Military Veterans Association (SANMVA)	A non-governmental organisation/association that lawfully represents the interests of military veterans.	Accountable united military veterans' community

Despite their existence since 2013 financial year for the National Military Veterans Association and for five years from 2015 financial year for the Advisory Council (AC) and the Appeals Board (AB), these plans have not been developed whilst funds have been expended.

These Statutory Bodies are required to have costed MTEF linked planning instruments to enable strategic budgeting. Further the administrative process that was initiated in 2013/14 financial year to realize the recognition of these in terms of the schedules of the Public Finance Management Act (PFMA) remains an unfinished task.

Further formalisation of these governance protocols will be achieved through the delegated legislation that is currently being developed to give substance to section 24 (2) of the Military Veterans Act 18 of 2011.

11. Infrastructure Projects

Table 31: Infrastructure Projects

No.	Project name	Programme	Project Description	Outputs	Project start Date	Project completion date	Total Estimated Cost	Current year Expenditure
None								

12. Private-Public Partnerships

Table 32: Private-Public Partnerships

PPP	Purpose	Outputs	Current Value of Agreement	End Date of Agreement
None				

13. District Development Model (DDM)

Table 33: 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						
Role and responsibilities of the Department						
<ul style="list-style-type: none"> ○ 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. ○ The Department has partnered with front Departments which are currently implementing the service delivery projects at district level. ○ In the meantime the Department is in engaging intensively on this model for the delivery of benefits to military veterans and their communities. 						

14. CONCLUSION

The 2026/2027 Annual Performance Plan (APP) outlines how the Department will measure and deliver on its performance commitments. Success will rely on a well-structured and staffed organisation, supported by strong policies, sound systems, and modern ICT.

Through a whole-of-government approach, the Department will be better positioned to progressively fulfil its mandate of serving military veterans who qualify for benefits and support services.

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PART D: TIDS

Technical Indicator Descriptions



PROGRAMME 1: ADMINISTRATION

PPI: 101

Indicator Title	Favourable Audit Outcome
Definition	This is an audit outcome as a result of submission of compliant annual financial statements which contains financial information regarding the financial position, performance, cash flow and statement of changes in net assets of the department.
Source of data	Annual Financial Statements (AFS)
Method of Calculation/ Assessment	Simple count
Means of Verification	External Auditors report by 31 July each year
Assumptions	It is assumed that the financial statements submitted for auditing will be compliant to the relevant prescripts.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Maintain unqualified audit opinion
Indicator Responsibility	Chief Financial Officer

PPI: 102

Indicator Title	Percentage of legitimate invoices paid within 30 days
Definition	This indicator measures the number of legitimate invoices paid within 30 days of receipt as a percentage of the total number of unopposed invoices received and paid during the same accounting period.
Source of data	A BAS report received on a monthly basis on the payment of claims and invoices
Method of Calculation / Assessment	Numerator : number of unopposed invoices paid within 30 days Denominator : total number of unopposed invoices received Percentage = numerator/denominator x 100
Means of Verification	BAS Audit Report will be used to verify accuracy of this indicator
Assumptions	It is assumed that the BAS system will always be fully operational
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Quarterly
Desired performance	The higher the payments done within the stipulated timelines the better
Indicator Responsibility	Chief Financial Officer

PPI: 103

Indicator Title	Percentage implementation of the ICT strategy
Definition	Percentage implementation of the ICT Strategy means implementation of the weighted pillars that make 100% of the entire strategy. This indicator measures the full implementation of the weighted elements of the strategy. 1. Digital Service Enablement & Automation. (30%) 2. ICT governance, risk and compliance. (15%) 3. Data integration, systems architecture & artificial intelligent adoption framework. (20%) 4. Cybersecurity and information protection (15%) 5. ICT Infrastructure and Cloud Enablement (10%) 6. People, Skills & Change Management (10%)
Source of data	Draft/Approved ICT Strategy
Method of Calculation/ Assessment	$\frac{\text{Numerator}}{\text{Denominator}} \times 100$ Numerator- Number of pillars implemented Denominator- Total number of pillars planned for the financial year The assigned Pillar weight will be shared by all elements implemented in that Pillar. If only one item is implemented, that item will be the whole weight of the pillar otherwise all elements will share assigned weight.
Means of Verification	Detailed report
Assumptions	All business processes and rules documented and incorporated
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	The elements of the strategy must provide overall required capabilities of the DMV ICT environment to improve required business efficiencies.
Indicator Responsibility	DDG: Corporate Service

PPI: 104

Indicator Title	Percentage representation of persons with disability
Definition	The indicator measures the degree to which Persons with Disability are represented in the total staff complement.
Source of data	Personal and Salary System (PERSAL)
Method of Calculation / Assessment	Numerator: number of appointed Persons with Disability in the post establishment Denominator: total number of posts filled in the post establishment. Percentage = numerator/denominator x 100
Means of Verification	HRM Reports
Assumptions	Information on PERSAL accurate and reliable Effective and efficient management of the system and data
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: 3%

Indicator Title	Percentage representation of persons with disability
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	The achievement of 3% representation of Persons with Disability.
Indicator Responsibility	DDG: Corporate Service

PPI: 105

Indicator Title	Percentage representation of women at SMS level
Definition	This indicator measures the degree to which women are represented at SMS level.
Source of data	PERSAL
Method of Calculation / Assessment	Numerator: number of women at SMS level Denominator: total number of posts at SMS level. Percentage: = numerator/denominator x 100
Means of Verification	HRM Reports
Assumptions	Information on PERSAL accurate and reliable Effective and efficient management of the system and data
Disaggregation of Beneficiaries (where applicable)	Target for Women: 50% Target for Youth: N/A Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	The achievement of the set 50% representation of women at SMS.
Indicator Responsibility	DDG: Corporate Service

PPI: 106

Indicator Title	Research Agenda 2030 Implemented
Definition	This indicator describes the research agenda that will be developed by the department to: (1) support the comprehensive benefits delivery systems and (2) to inform policy, planning, and decision making within the DMV
Source of data	Primary and secondary data collection, best practice studies, departmental research repository
Method of Calculation / Assessment	Simple Count The indicator will be calculated as the total number of documented reports produced
Means of Verification	Records, agreements and research reports
Assumptions	Available funding for research activities and partnerships with research institutions put in place
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ○ Target for Women: N/A ○ Target for Youth: N/A ○ Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	N/A

Indicator Title	Research Agenda 2030 Implemented
Calculation Type	Cumulative (year to date)
Reporting Cycle	Quarterly
Desired performance	Approved research reports to inform policy, planning and decision making at DMV
Indicator Responsibility	DDG: Corporate Services

PROGRAMME 2: SOCIO-ECONOMIC SUPPORT (SES)

PPI: 201

Indicator Title	Number of confirmed Military veterans registered in the database per year
Definition	“Registration on military veterans’ database” means meeting the criteria as per the definition of a Military Veteran according to the Military Veterans’ Act, 2011 (Act 18 of 2011). All those who apply and meet the criteria are registered on the database.
Source of data	SANDF Member Records and the Records of the NSF Verification
Method of Calculation / Assessment	Simple Count
Means of Verification	Military veterans from the SANDF Personnel Salary System of Government (PERSOL) System Records of the NSF Verification Panel
Assumptions	That the database consists of military veterans information from the South African National Defence Force (SANDF) and Verification Process outcome.
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: N/A Target for People with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation type	Non- Cumulative
Reporting Cycle	Quarterly
Desired performance	Contribute to database credibility.
Indicator Responsibility	DDG: Socio-Economic Support (SES)

PPI: 202

Indicator Title	Percentage of completed houses allocated to eligible military veterans per year
Definition	This indicator measures the proportion of completed houses delivered by DHS that are successfully allocated to eligible military veterans within the financial year. A house is considered allocated when it has been formally handed over to the military veteran and confirmed through a signed Happy Letter or equivalent official handover documentation.
Source of data	Military Veterans Housing Database Housing Subsidy System (HSS) records from the Department of Human Settlements

Indicator Title	Percentage of completed houses allocated to eligible military veterans per year
Method of Calculation or Assessment	<p>Formula: Numerator/Denominator x100 Percentage Allocated = Number of completed houses allocated to eligible military veterans (Numerator) Total number of completed houses received from DHS (Denominator) x 100</p> <ol style="list-style-type: none"> 1. Military Veteran must have been approved for housing support on Housing Subsidy System (HSS of the DHS), and 2. Military Veteran must have been allocated (i.e., received handover of) a completed house during the reporting year.
Means of Verification	<ul style="list-style-type: none"> o Signed Happy Letters (proof of handover and occupation) o HSS allocation reports
Assumptions	<ul style="list-style-type: none"> o DHS completes and hands over houses to qualifying veterans during the period. o Eligible military veterans are accurately verified and recorded in the Military Veterans Housing Database. o DMV receives complete, timely, and accurate allocation and handover data from DHS.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> o Women: 3% o Youth: Not Applicable o Persons with Disabilities: 1%
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative
Reporting Cycle	Annual
Desired Performance	All targeted and qualifying military veterans are provided with housing opportunities within the planned implementation period.
Indicator Responsibility	DDG: Socio-Economic Support (SES)

PPI: 203

Indicator Title	Percentage of military veterans approved for compensation benefit per annum
Definition	The indicator measures percentage of military Veterans who have undergone Medical assessment and have been approved to be compensated for disabling Injuries/trauma/ disease resulting from their participation in military activity.
Source of data	Data file of military veterans who have undergone medical assessment for compensation benefit.
Method of Calculation / Assessment	<p>Numerator/Denominator x100</p> <p>Numerator: A number of military veterans who have been approved for compensation benefit</p> <p>Denominator: A total number of eligible military veterans who applied x 100</p>
Means of Verification	Final adjudication report
Assumptions	The applicant had an injury, trauma or disease that is linked to military services, and that the applicants had not received compensation.
Disaggregation of beneficiaries (where applicable)	<p>Target for Women: 2%</p> <p>Target for Youth: N/A</p> <p>Target for Persons with Disabilities: 100%</p>

Indicator Title	Percentage of military veterans approved for compensation benefit per annum
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation type	Non-cumulative
Reporting Cycle	Annually
Desired performance	To ensure that eligible military veterans who have sustained injury/trauma/disease while participating in military activities are assessed, and those who qualified and approved for compensation are being compensated.
Indicator Responsibility	DDG : Socio-Economic Support (SES)
Desired performance	Accelerating delivery to ensure that deserving Military Veterans are provided with the pension benefits.
Indicator Responsibility	DDG : Socio-Economic Support (SES)

PPI: 204

Indicator Title	Total number of military veterans and their dependents receiving pension benefit
Definition	The indicator means the number of military veterans and dependents receiving for Pension benefit in a year
Source of data	GPAA Report
Method of Calculation/ Assessment	Simple count of military veterans and dependents receiving pension
Means of Verification	List of pension benefit recipients
Assumptions	<ul style="list-style-type: none"> There are Military veterans who did not upon retirement, receive socio economic support services to the extent intended for retiring servicemen. There are deserving military veterans who are destitute and have indicated need for pension support.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 3% Target for Youth: 0% Target for Persons with Disabilities: 2%
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation type	Cumulative (year to date)
Reporting Cycle	Annual progress against the five-year target
Desired performance	Accelerating delivery to ensure that deserving military veterans are provided with the pension benefits.
Indicator Responsibility	DDG : Socio-Economic Support (SES)

PPI: 205

Indicator Title	Percentage of eligible military veterans approved to access health care services
Definition	The indicator refers to a percentage of military veterans who have been provided with authority to access healthcare services through the military veteran's healthcare programme.
Source of data	List of military veterans who have been approved to access health care services
Method of Calculation/ Assessment	Numerator: Number of military veterans approved to access health care Denominator: Total number of eligible military veterans who have been applied to access healthcare benefit in that year Percentage = numerator/denominator x 100 The annual approvals are added to the total number of military veterans approved for healthcare access since the inception of the healthcare benefit(cumulative)
Means of Verification	Authorisation Letters
Assumptions	Military veterans who have applied for healthcare benefit and are in need of such service
Disaggregation of Beneficiaries (where applicable)	Target for Women: 2% Target for Youth: N/A Target for Persons with Disabilities: 2%
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Annually
Desired performance	Military veterans in need of healthcare services are provided with healthcare while their health and Socio-Economic circumstances improves. Their status is changed for the better.
Indicator Responsibility	DDG : Socio-Economic Support (SES)

PPI: 206

Indicator Title	Number of military veterans and dependents provided with dedicated counselling services and treatment
Definition	The indicator measures the number of military veterans and dependants who have been provided with dedicated counselling services and treatment through the DMV service partners and internally by the department's social workers.
Source of data	Database of military veterans and dependents who have been provided with dedicated counselling services and treatment by the relevant DMV service partners or by the department's social workers.
Method of Calculation/ Assessment	Count a number of military veterans and dependants who have been provided with counselling and treatment per annum
Means of Verification	SAMHS quarterly access reports and files of MV assessed by the department's Social Workers.
Assumptions	There are military veterans and/ or dependents who are suffering from mental conditions or experiencing emotional distress and are in need of counselling services and treatment across all nine provinces.
Disaggregation of Beneficiaries (where applicable)	Target for Women: 2% Target for Youth: 1% Target for Persons with Disabilities: 2%
Spatial Transformation (where applicable)	Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annually (Quarterly progress will be tracked during reporting)

Indicator Title	Number of military veterans and dependents provided with dedicated counselling services and treatment
Desired performance	Accelerating delivery to ensure that eligible military veterans and or dependents are provided with dedicated counselling services to improve their wellbeing and be able to improve their livelihoods and socio-economic circumstances.
Indicator Responsibility	DDG: Socio-Economic Support (SES)

PPI: 207

Indicator Title	Percentage of approved mortgage loan settlement applications paid per quarter
Definition	This indicator measures the proportion of approved mortgage loan settlement applications for military veterans that are paid within the quarter, provided that all required documentation is valid, complete, and verified. It assesses the efficiency and timeliness of processing financial benefits for eligible veterans.
Source of data	Database of approved applications with corresponding approval and payment dates Files of mortgage loan applications that are approved
Method of Calculation or Assessment	A percentage calculation comparing the number of approved mortgage loan settlement applications paid during the quarter to the total number of approved applications in that quarter. Formula: Percentage = (Number of approved applications paid in the quarter ÷ Total number of approved applications in the quarter) × 100
Means of Verification	Copies of application outcome letters
Assumptions	It is assumed that veterans meet the qualification criteria as set in the military veterans Benefit Regulations and provide all the required administrative documents.
Disaggregation of Beneficiaries (where applicable)	Not Applicable
Spatial Transformation (where applicable)	Not Applicable
Calculation Type	Non-cumulative
Reporting Cycle	Quarterly
Desired Performance	100% of approved applications paid in the quarter.
Indicator Responsibility	Director: Socio-Economic Support Management

PPI 208

Indicator Title	Feasibility study on subsidised public transport
Definition	The indicator means a framework that analyses the viability of implementing the subsidized public transport benefit to determine:- (1) Whether this benefit is likely to succeed. (2) How it should be carried out (mechanism to deliver) (3) Roles and responsibilities (4) Budgetary implications The study will also be designed to identify potential issues and problems that could arise while pursuing the implementing the benefit.
Source of data	Report on feasibility study on subsidised public transport
Method of Calculation/ Assessment	Simple count and Verification of the presence of the feasibility study on subsidised public transport
Means of Verification	Approved report on feasibility study on subsidised public transport

Indicator Title	Feasibility study on subsidised public transport
Assumptions	Military veterans face high transportation costs on a daily basis and thus their households are spending more than 10 percent threshold of their disposable income. This is because a large number of military veterans are unemployed, or if employed or rely on State support schemes like pension, social grants
Disaggregation of Beneficiaries (where applicable)	Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	<ul style="list-style-type: none"> Reflect on contribution to spatial transformation priorities: N/A Reflect on the spatial impact area: N/A
Calculation Type	Non-Cumulative
Reporting Cycle	Annual progress against the five year target
Desired Performance	Report on feasibility study on subsidised public transport approved by MANCO
Indicator Responsibility	DDG: Socio-Economic Support (SES)

PPI: 209:

Indicator Title	Comprehensive managed healthcare service delivery model for military veterans
Definition	Milestones completed towards acquiring a managed healthcare service delivery model, which is cost effective and efficient, for implementation in the 2027/28 financial year. (1) Concept document developed and presented to MANCO (2) Appointment of a service provider for a comprehensive managed healthcare service delivery model for military veterans
Source of data	<ul style="list-style-type: none"> Concept presentation records Service approval documents Implementation plan Minutes of engagements
Method of Calculation / Assessment	<ul style="list-style-type: none"> Concept documents developed and presented Approved memo
Means of Verification	Records of engagements and visibility of records
Assumptions	Provision of healthcare services through the existing model is fragment, unsustainable, administratively and financially inefficient. The absence of managed healthcare capacity and sparse location of the military healthcare facilities, impacts on compliance to healthcare interventions, and related healthcare outcomes. That there is a need for a uniform service delivery model amongst all military veterans to breach the disparities currently identified.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	Nine Provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly against the mid-term target
Desired performance	Approved sustainable, efficient and effective healthcare service delivery model for military veterans
Indicator Responsibility	DDG: Socio-Economic Support (SES)

PROGRAMME 3: EMPOWERMENT AND STAKEHOLDER MANAGEMENT (ESM)

PPI: 301

Indicator Title	Number of memorial lectures coordinated for military veterans
Definition	This indicator refers to the invitation of key note speakers to narrate the activities of the deceased and living military veterans and their contribution to the liberation struggle together with relevant stakeholders. Memorial activities may amongst others include activities such as photo exhibitions of the life of military veterans
Source of data	<ul style="list-style-type: none"> ○ Speaking notes from the key speakers ○ Video recording of the proceedings
Method of Calculation / Assessment	<ul style="list-style-type: none"> ○ Simple Count ○ Monitoring and evaluation of outcomes and impact (quantitative)
Means of Verification	List of memorial lectures
Assumptions	Availability of requisite resources to roll-out the Indicator
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ○ Target for Women: N/A ○ Target for Youth: N/A ○ Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	Nine Provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Targets achieved as planned
Indicator Responsibility	DDG: Empowerment and Stakeholder Management (ESM)

PPI: 302

Indicator Title	Percentage of military veterans and their dependents approved for skills development programmes
Definition	The indicator refers to the military veterans and dependents, verified on the DMV military veteran's database, who applied and were approved for skills development programmes. Only eligible applications (complete with all supporting documents) that meet the skills policy and SOP requirements will be approved.
Source of data	Approved list military veterans and dependents
Method of Calculation/	Numerator: Number of military veterans and their dependants approved for skills development Denominator: Number of military veterans and their dependants eligible for skills development X 100
Assessment	Monitoring and evaluation of outcomes and impact (qualitative)
Means of Verification	Schedule of approved skills development applications
Assumptions	Availability of requisite resources
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ○ Target for Women: 100% ○ Target for Youth: 100% ○ Target for Persons with Disability: 100%
Spatial Transformation (where applicable)	Township and Rural areas
Calculation Type	Cumulative (year-end)

Indicator Title	Percentage of military veterans and their dependents approved for skills development programmes
Reporting Cycle	Quarterly
Desired performance	Higher – fully empowered military veterans
Indicator Responsibility	DDG: Empowerment and Stakeholder Management (ESM)

PPI: 303

Indicator Title	Percentage of bursaries provided to military veterans and their dependents per year
Definition	Military veterans and dependents approved and provided with education support in a financial year
Source of data	Education Support Database
Method of Calculation/ Assessment	Percentage = numerator/denominator x 100 Numerator: Number of bursaries provided. Denominator: Number of eligible bursaries applications processed.
Means of Verification	Files of approved beneficiaries with commitment letters
Assumptions	There are military veterans or dependents who have indicated a need for education support to enable them to be empowered and able to compete in the work space and contribute to the economy.
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ○ Target for Women: 10% ○ Target for Youth: 30% ○ Target for Persons with Disabilities: 2%
Spatial Transformation (where applicable)	All Nine Provinces
Calculation type	Non-Cumulative
Reporting Cycle	Annually
Desired performance	Accelerating delivery to ensure that deserving military veterans and or dependents are provided with education support
Indicator Responsibility	DDG: Empowerment and Stakeholder Management (ESM)

PPI: 304

Indicator Title	Number of economic empowerment programmes facilitated for military veterans businesses
Definition	Access to economic empowerment programmes refers to assistance provided to military veterans-owned Business entities (such a cooperatives, close corporation and companies) with regard to their businesses' empowerment and support which entails interventions such as industry focused incubation programmes, training on business information and statistics in the various sectors; training on planning, logistics and financial modelling; facilitation of business funding options and institutional arrangements; linkages to markets and skills transfer, capacity building, support and mentorship.
Source of data	Approved concept document and submission by Accounting Officer
Method of Calculation/ Assessment	<ul style="list-style-type: none"> ○ Simple count (Quantitative) ○ Monitoring and evaluation of outcomes and impact (qualitative)
Means of Verification	<ul style="list-style-type: none"> ○ Reports including attendance registers on the programmes of economic empowerment (narrative format) ○ Schedule of accomplished business facilitation programmes (spreadsheet format)
Assumptions	Availability of requisite resources, policies and SOPs

Indicator Title	Number of economic empowerment programmes facilitated for military veterans businesses
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ○ Target for Women: 100% ○ Target for youth: 100% ○ Target for Persons with Disabilities: 100%
Spatial Transformation (where applicable)	Nine Provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Higher – fully military veterans
Indicator Responsibility	DDG: Empowerment and Stakeholder Management (ESM)

PPI: 305

Indicator Title	Number of military veterans provided with access to employment placement opportunities
Definition	This indicator refers to military veterans who have been assisted to access the job opportunities in collaboration with relevant stakeholders based on existing job opportunities in the market.
Source of data	Database of job seeking military veterans. military veterans who did not submit requests to DMV for database inclusion but were assisted will also be reported.
Method of Calculation/ Assessment	Simple count
Means of Verification	Schedule of military veterans submitted to third parties for placement opportunities. Employment letters or similar proof of employment will be used as verification.
Assumptions	Availability of requisite resources
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> ○ Target for Women: 100% ○ Target for Youth: 100% ○ Target for Persons with Disabilities: 100%
Spatial Transformation (where applicable)	Townships and rural areas
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	Higher – fully military veterans
Indicator Responsibility	DDG: Empowerment and Stakeholder Management (ESM)

PPI: 306

Indicator Title	Number of partnership agreements with other government Departments and entities
Definition	This indicator measures the number of partnerships formed during the financial year across all sectors with the purpose of expanding provision of services to military veterans. Partnerships are any formal collaboration between either public or private sector stakeholder at any level (national, provincial, local, international, non-governmental and bilateral) designed to implement the delivery of services to military veterans
Source of data	Signed legal agreements
Method of Calculation/ Assessment	Simple Count The indicator will be calculated as the total number of documented public/private alliances or partnerships formed for provision of services
Means of Verification	Signed agreement
Assumptions	Agreements are finalised as soon as possible

Indicator Title	Number of partnership agreements with other government Departments and entities
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	N/A
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired Performance	Signed agreements
Indicator Responsibility	DDG: Empowerment and Stakeholder Management (ESM)

PPI: 307

Indicator Title	Percentage of deceased military veterans` families provided with burial support
Definition	This indicator reports on the number of eligible military veterans whose families are timeously provided with financial support for burial expenses related to the burial of deceased military veterans per year
Source of data	Burial support applications
Method of Calculation / Assessment	<ul style="list-style-type: none"> Numerator: Number of qualifying deceased military veterans families provided with burial support. . Denominator: Number of deceased military veterans families` applications for burial support processed X 100
Means of Verification	Commitment Letters Payment Advices
Assumptions	Availability of requisite resources to roll-out the Indicator
Disaggregation of Beneficiaries (where applicable)	<ul style="list-style-type: none"> Target for Women: N/A Target for Youth: N/A Target for Persons with Disabilities: N/A
Spatial Transformation (where applicable)	Nine Provinces
Calculation Type	Cumulative (year-end)
Reporting Cycle	Quarterly
Desired performance	All eligible deceased military veterans family given burial support (100%)
Indicator Responsibility	DDG: Empowerment and Stakeholder Management (ESM)

PART E: DEPARTMENT OF MILITARY VETERANS PLANNING CYCLE

DMV Planning, Budgeting Monitoring and Evaluation Cycle												
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Strategic Plans (every 5 years) Align with 5 year Electoral Cycle Annual Performance Plans (every year)	Strategic Plans (every 5 years)	Submission of Branch APP's for FY+2	Due Diligence of Plans for FY + 2	Issue DMV FY + 2 Planning Guidelines			Submit 1st Draft DMV FY+1 Strategic Plan to NT	Public Entities submit SP/ App to DMV FY+1				Table DMV FY+1 Strategic Plan in Parliament
	Workshops	Submission of Branch APP's for FY+2	Due Diligence of Plans for FY + 2	Issue DMV FY + 2 Planning Guidelines			Submit 1st Draft DMV FY+1 APP to NT	Submission of Performance Agreements with Final Approved APP				Table DMV FY+1 APP in Parliament
Changes to Core Performance Indicators	Workshops	DMV Y+ 2 Strategic Planning Workshops (after Budget Vote)	Due Diligence of Plans for FY + 2	Presentation of DMV's priorities to the COD	Executive Authority (EA) Workshop		Insight Briefing for Environmental Analysis FY + 2	Environmental Analysis FY + 2 Workshop				DMV FY + 2 Strategic Planning Workshops
	Annual Budget and MTEF	April Shift	NT issues MTEF Instructions	Submit DMV Budget proposals to NT	Consultation with National Treasury on core Performance Indicators	EA engages Min/Com/ Budget to NT	NT issues ENE Instructions	MoF MTEFPS NT issues Allocation Letters	Submit 1st draft of DMV ENE to NT	Submit final DMV ENE to NT	Table DMV Budget in Parliament MOD&MV Budget Vote	Table DMV Budget in Parliament
Financial Reports	Workshops	DMV (Quarterly Performance Review) for FY + 1 MTEF Plans	Propose changes to BPS	Submit DMV Budget proposals to NT	Engage MTEC wrt DMV policy proposals	Submit DMV's Adjustments Budget to NT	Submit DMV EWR within 15 days after month end to NT	DMV (Quarterly Performance Review) for FY + 1 MTEF Plans	Submit DMV EWR within 15 days after month end to NT	Submit DMV EWR within 15 days after month end to NT	DMV (Quarterly Performance Review) for FY + 1 MTEF Plans	Submit DMV EWR within 15 days after month end to NT
	Quarterly Performance Reports	Submit interim Fin Statements for 4th quarter	Submit DMV EWR within 15 days after month end to NT	Submit DMV EWR within 15 days after month end to NT	August (Mid-term Performance Review) for FY + 0 Spending	Submit DMV EWR within 15 days after month end to NT	Submit interim Fin Statements for 2nd quarter	Submit DMV EWR within 15 days after month end to NT	Submit DMV EWR within 15 days after month end to NT	Submit interim Fin Statements for 3rd quarter	Submit DMV EWR within 15 days after month end to NT	Submit DMV EWR within 15 days after month end to NT
MISF Programme of Action (POA)	POA Quarterly Report	POA Quarterly Report	POA Quarterly Report	POA Quarterly Report	POA Quarterly Report	POA Quarterly Report	POA Quarterly Report	POA End-Year Report to be submitted to the Presidency	Preparation for Jan Leqofoa	PCD & MV briefing January Leqofoa	Sign DA / POA Quarterly Report	Monthly Performance Reporting to Deputy Minister
	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
Performance Monitoring, Reporting & Auditing	Quarterly Performance Reports	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week	Quarterly evaluation W/ session reporting to AO by 1st week
	Annual Reports	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG	Submit DMV FY - 1 Annual Report Perf Info to AG
Evaluations	Functional Workshops	AG commences with final audit	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report
	Auditing Cycle	AG commences with final audit	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report	AG issues draft management report
Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou	Stakeholder Management/ Spambou
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DEPARTMENT OF MILITARY VETERANS