

DEPARTMENT OF
**MILITARY
VETERANS**

**STRATEGIC
P L A N**

2025–2030



military veterans

Department:
Military Veterans
REPUBLIC OF SOUTH AFRICA





military veterans

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Military Veterans
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Department of Military Veterans

Five-Year Strategic Plan

2025-2030

The 2025-2030 Strategic Plan for the Department of Military Veterans was compiled with the latest available information from departmental and other sources.

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

The Department of Military Veterans (DMV) is among the newest departments in our 30 years of democracy. It experienced several challenges early on in its establishment, including:

- Nonresponsive operations to fulfil the mandate
- Less empowering legislation punctuated with inconsistencies
- High turnover of Accounting Officers, leading to leadership instability
- Treating a means test criteria as optional.

Despite the genuine dedication of many involved at different levels, misdirection efforts are a recurring issue within the department.

A Noble and Doable Mandate.

The mandate of the DMV calls for collaboration with other departments. The DMV has a specific role and mandate to fulfil. Our mandate dictates that the department must deliver certain core benefits and services, while the remaining deliverables will be rendered through line function departments. It is expected of us to “negotiate with departments of state, provincial executive authorities, and non-governmental organizations to act as agents for the department to carry out duties regarding Military Veterans.”

More Focus to Make an Impact.

For the next five years, our commitment to honouring our Military Veterans is to ensure dignified services to all genuinely deserving Military Veterans. We are determined that the next five years must be characterized by clear database certainty, where veterans have accessibility and benefit from the various services.

The performance work of the department has been organized into eight (8) workstreams:

- Vision and Mission
- Act and Regulations
- HR Capability
- ICT and Database
- Facilities / Infrastructure



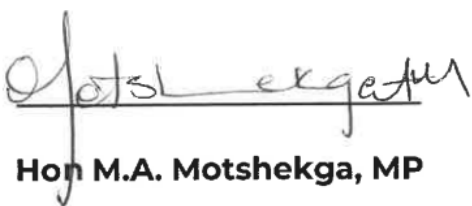
- Stakeholder Management
- Finances
- Governance, Risk, and Compliance

An Enhanced Focus on Risks Given our commitment to bringing stability and progress to the DMV, both risks and mitigating measures have been identified. Top of the risk list is the issue of leadership instability in the department. To mitigate this risk, the process of appointing the Director-General has started. We'll demand total commitment from everyone in the DMV to fully dedicate their energies to realizing the work outlined in both the Strategic Plan 2025/2030 and the Annual Performance Plan 2025/2026.

Alignment of Executive Authority priorities to the Medium-Term Development Plan (MTDP) priorities.

The government's priorities for the next five years are: (1) to drive inclusive growth and job creation, (2) to reduce poverty and tackle the high cost of living, (3) and to build a capable, ethical and developmental state.

In alignment with these priorities. The Executive Authority's priorities for the next five years are: (1) to ensure the improved socio-economic status of Military Veterans, (2) to facilitate economic opportunities for Military Veterans, and (3) to strengthen governance, legislation and efficiencies at DMV.



Hon M.A. Motshekga, MP

Minister of Defence and Military Veterans

Date: 12/06/2025

Accounting Officer Statement: N Mafu,



Department of Military Veterans

The department draws its mandate from the Military Veteran's Act 18 of 2011 and the 7th administration priorities of government, which spells out 3 government priorities. The department has been able to implement the pension benefit, which has been critical relief to Military Veterans.

The Government of National Unity has resolved to dedicate the next five years to actions that will advance three strategic priorities:-

- Drive inclusive growth and job creation
- Reduce poverty and tackle the high cost of living
- Build a capable, ethical and developmental state

In alignment with these priorities, the Executive Authority's priorities for the next five years are:-

- (1) to ensure the improved socio-economic status of Military Veterans,
- (2) to facilitate economic opportunities for Military Veterans, and
- (3) to strengthen governance, legislation and efficiencies at DMV.

The department acknowledges the challenges it has had over time; however, based on the inputs from the strategic planning session with the Executive Authority and various interventions National School of Government (NSG) the department has put controls to overcome such challenges. Some of the interventions include fast-tracking the organisational re-design process, consequence management, interventions through health and wellness, training and development.

During the current Medium Term Development Plan (MTDP) Cycle, the Department will provide the required administrative services and infrastructure to the Advisory Council and the Appeals Board and may provide such services and infrastructure to the associations.

The desired outcomes at the end of this term of office, are to decentralise services rendered by the department through the head office but spreading the reach of the



department to various parts of the country. By decentralising services at work within the Department, the quality of services rendered to military veterans will be brought closer to where the military veterans are located without the extra effort to make the journey to the departmental head offices. These service delivery points will allow provinces to deliver services and make administrative decisions based on the immediate needs of the military veterans who reside within the area identified.

The impact or lack thereof of under-resourced provincial offices can only be strengthened by improved internal and external stakeholder management and equally supportive intra- and intergovernmental relations. With fully integrated systems and policies, over the next 5 years, the level of performance within the Department should improve to above 50%. Resulting in a high-performing organisation that is not only capable but well equipped to deliver on the benefits as outlined in the Military Veterans Act, 2011.

More data on state-controlled and privately administered schemes or programmes dealing with any aspect of the affairs of Military Veterans should be collected, and this includes the establishment of a data base on Military Veterans and Military Veterans' affairs, which must be updated regularly, including information collected and compiled and data regarding persons qualifying as Military Veterans or dependants.

The Department will focus on these initiatives to facilitate the achievement of the MTDP strategic outcome as articulated in the Strategic Plan:

- Rapid, inclusive and sustainable economic growth for Military Veterans, the job creation, transformation, livelihood support, land reform, structural reforms and transformational change and the sustainable use of our national resources and endowments.
- Investing in Military Veteran's through education, skills development and affordable quality healthcare.
- Building state capacity and creating a professional, merit-based, corruption-free and developmental public service.
- Restructuring and improving service delivery sections within the Department to meet national development goals.
- Digital transformation and innovation in the Department as a key enabler to improve efficiency and effectiveness within Departmental coordination.



- Fostering an enabling environment for stakeholders, if the Department takes all necessary reforms successfully, will create an enabling environment for private sector investments to improve inclusive growth.
- Focusing on impactful results by undertaking all the necessary reforms successfully as this will create an enabling environment for the private sector and other stakeholders, for investment to improve an inclusive growth for military veterans' initiatives.

N Mafu

N. Mafu

Accounting Officer: Department of Military Veterans

Date: 11/06/2025



Official Sign-Off

It is hereby certified that this Strategic Plan 2025/2030:

- Was developed by the management of the Department of Military Veterans under the guidance of Minister of Department of Defence and Military Veterans
- Takes into account all the relevant policies, legislation and other mandates for which the DMV is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the Department of Military Veterans will endeavour to achieve over the period 2025/2030.

[M. Ramphele]

Director: Strategic and Operational Planning

Date: 11/06/2025

[S.I. Ndlovu]

Chief Financial Officer

Date: 11/06/2025

[N. Mafu]

Accounting Officer: Department of Military Veterans

Date: 11/06/2025

Approved by:

[A.M. Motshekga]

Executive Authority: Minister of Defence and Military Veterans, MP

Date: 12/06/2025



Introduction

The Department of Military Veterans (DMV) was established in 2009 through the Proclamation by the President of the Republic of South Africa in a Government Notice number 32 844 dated 28 December 2009. The 2009 Vote 22 Budget Vote Speech commenced the profiling of the Military Veterans agenda through the establishment of a Ministerial Task Team. The Task Team delivered a report that proposed a framework for the development of the Military Veterans Bill whose promulgation would repeal of the Military Veterans Affairs Act 17 of 1999.

The South African government has shown commitment to supporting and recognising military veterans for their contribution to achieving a peaceful, democratic and prosperous South Africa by establishing the DMV. The DMV derives its mandate from the Military Veterans Act 18 of 2011, which provides principles the State recognises for governing military veterans' affairs and policy objectives. These include benefits relating to military veterans, the establishment of the Advisory Council on Military Veterans, the Military Veterans Appeal Board and the departmental functions.

According to the Act, a military veteran is any South African who rendered military service to any of the military organisations, former statutory and liberation armies, which were involved on all sides of South Africa's liberation war from 1960 to 1993; served in the then Union Defence Force before 1961 or became a member of the SANDF after 1994 and has completed his or military training and no longer performs military duties, and has not been dishonourably discharged from his or her respective military organisation.

According to the Act, the DMV must fulfil the following functions:

- Provide the required administrative services and infrastructure to the Advisory Council and the Appeal Board and may provide such services and infrastructure to the association.
- Collect and keep data and information regarding state-controlled and privately administered schemes or programmes dealing with any aspect of the affairs of



military veterans.

- Collect data and information regarding all existing benefits of military veterans and their dependents and establish a database on military veterans and their affairs, which must be updated regularly.
- Collect and compile information and data regarding persons qualifying as military veterans or dependents.
- Submit to the Minister programmes that seek to promote the affairs of military veterans and publish all approved programmes through public notification.
- 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.

The mission of the DMV is “To empower and restore the dignity of the Military Veterans' community by delivering, coordinating, and facilitating services and benefits through state-of-the-art research, and innovation to foster self-sufficiency”. The mandate bestowed upon the Department is paramount in accelerating service delivery to Military Veterans. The DMV is intended 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.

The Strategic Plan (2025/2030) encapsulates and reflect institutional outcomes which contribute to the achievement of the overall priorities and the realisation of the mandate of the institution.

The Strategic Plan (2025/2030) institutionalise government priorities set out in the National Development Plan (NDP), the NDP Five Year Implementation Plan, the Medium-Term Development Plan (MTDP) and any other governments medium and long term plans.



The Strategic Plan is packaged into four parts as follows:

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

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

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

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

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



List of Abbreviations/ Acronyms

APP	Annual Performance Plan
-----	-------------------------

CWP	Community work Programme
-----	--------------------------

DBE	Department of Basic Education
-----	-------------------------------

DFI	Development Finance Institutions
-----	----------------------------------

DHET	Department of Higher Education and Training
------	---

DMV	Department of Military Veterans
-----	---------------------------------

DoD	Department of Defence
-----	-----------------------

EA	Executive Authority
----	---------------------

EPWP	Expanded Public Works Programme
------	---------------------------------

ESM	Empowerment and Stakeholder Management
-----	--

FGD	Focus Group Discussion
-----	------------------------

GDP	Gross Domestic Product
-----	------------------------

GPAA	Government Pension Administration Agency
------	--

HDI	Historically Disadvantaged Individuals
-----	--

HR	Human Resources
----	-----------------

ICT	Information and Communications Technology
-----	---

IGR	Intergovernmental Relations Strategy
-----	--------------------------------------

IMF	International Monetary Fund
-----	-----------------------------

MoU	Memorandum of Understanding
-----	-----------------------------

MTEF	Medium Term Expenditure Framework
------	-----------------------------------

MTDP	Medium Term Development Plan
------	------------------------------

MTSF	Medium Term Strategic Framework
------	---------------------------------

MV	Military Veterans
----	-------------------

MVA	Military Veterans Association
-----	-------------------------------



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



PART A: OUR MANDATE



PART A: OUR MANDATE

1. Constitutional mandate: The RSA Constitution 108 of 1996

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 in Section 5(3) of the Act. Section 5(3) bestows the following responsibilities to the Executive Authority 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 in order to ensure effective procurement processes.

2. Legislative and Policy Mandates

Table 1: Legislative and policy mandates

Legislation	Key Responsibilities
Military Veterans Act 18 of 2011	<ul style="list-style-type: none">• 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.



Legislation	Key Responsibilities
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 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 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.



Legislation		Key Responsibilities
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.
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
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 8(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, 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.
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.



Legislation	Key Responsibilities
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 in order 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.
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.



Legislation	Key Responsibilities
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 2024 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
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

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

3.1. Priorities of the International and Local development agendas

The NDP 2030 remains our long term country plan towards 2030 and is aligned to our international commitments on the continent and globally.

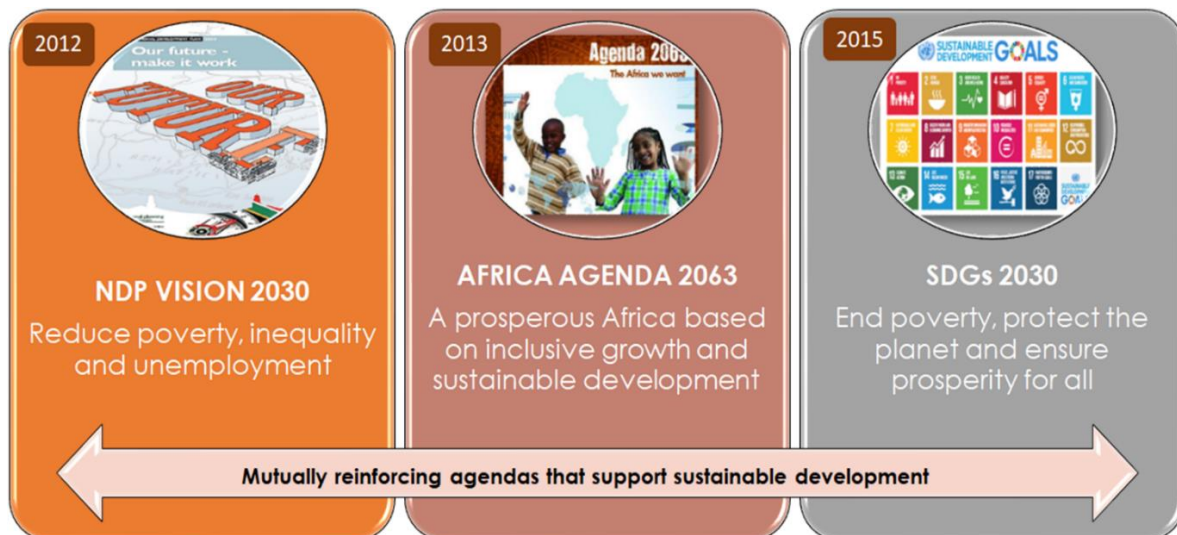


Figure 1: Priorities of the International and Local development agendas

a) The Sustainable Development Goals (SDGs) Agenda 2030

SDG Agenda 2030 aims at eradicating poverty in all its forms and dimensions, including extreme poverty as it is the greatest global challenge and it is the inherent requirement to achieve sustainable development.

The Agenda determines to end poverty and hunger , in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment. As provided for in the Military Veterans Act, the Department will continue to provide various and numerous services to its beneficiaries.

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



Figure 2: Institutional Policies



3.3. Strategies

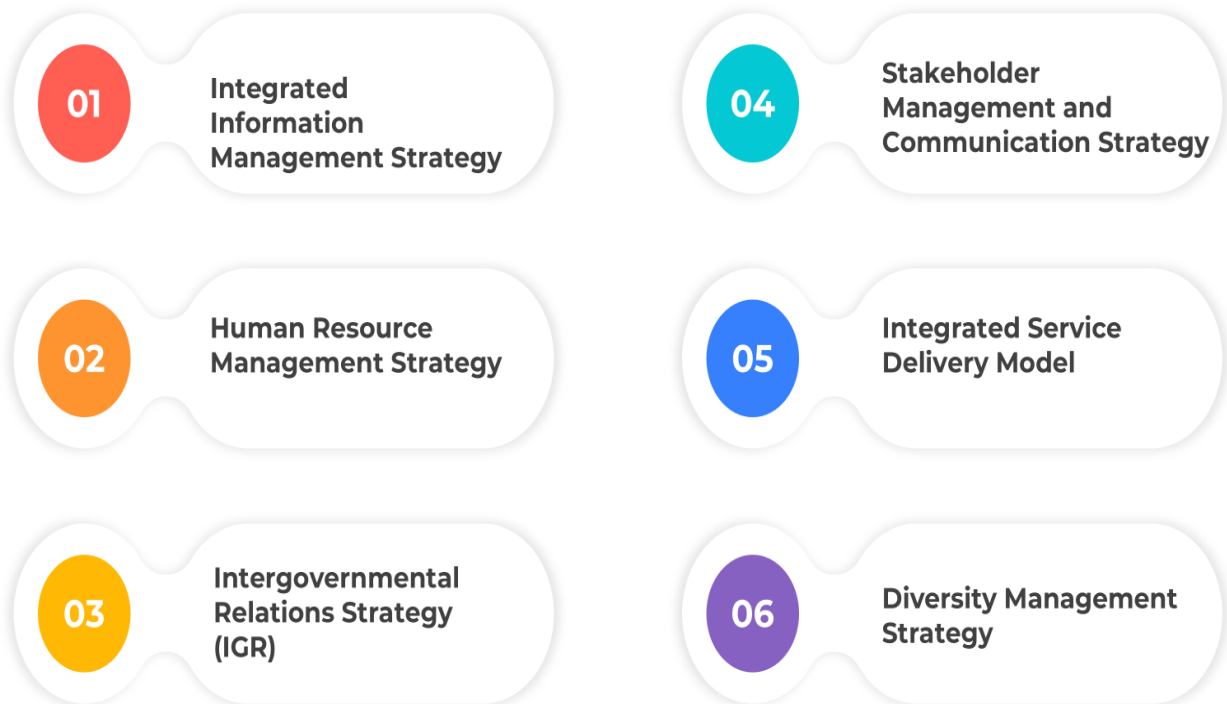


Figure 3: Strategies



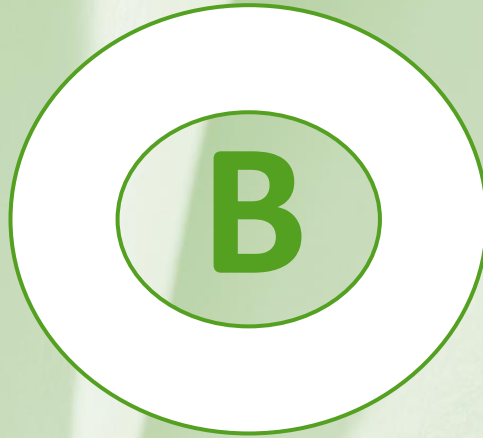
4. Relevant Court Rulings

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 he passes on. *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. The matter is sub judice.*

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 aspects of the ruling and should the Department loose the review, there will be no anticipated impact on service delivery. The matter is sub judice.*



PART B: OUR STRATEGIC FOCUS



PART B: OUR STRATEGIC FOCUS

5. Vision

A dignified and self-sufficient Military Veterans community.

6. Mission

To empower and restore the dignity of the Military Veterans' community by delivering, coordinating, and facilitating services and benefits through state-of-the-art research, and innovation to foster self-sufficiency.

7. Values

Service Charter that underpins the delivery of services to Military Veterans:

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

Our service delivery ethos is rooted in the Batho Pele principles characterised by the following:

Table 2: Proposed Values





8. Situational Analysis

In 2009 a Ministerial Task-team was appointed to address the needs of military veterans and related benefits to be rendered to them in accordance with their eligibility. The main objective was to address the plight of military veterans and eliminate past disparities regarding the provision of benefits and services to them.

The task-team was to develop policy recommendations that would serve as a framework for the management of military affairs in South Africa. More specifically the team was tasked to recommend a policy on benefits or support to military veterans and focus on the institutional structures required to deliver the envisaged policy, and to advise on the appropriateness of legislation as it pertained to military veterans.

The Military Veterans Act, No. 18 of 2011, was thus enacted and provides for: principles recognised by the State as governing the affairs of military veterans and for policy objectives in this regard. The Act further provides for the President as Patron-in-Chief of all military veterans, benefits relating to military veterans, the establishment of the Advisory Council on Military Veterans and the Military Veterans Appeal Board, and certain functions of the Department of Military Veterans and for matters incidental thereto.

As a result, a new department was set up falling under the ambit of the Minister of Defence and Military Veterans with its own budget, vote and accounting officer (DMV). It was envisaged that the mandate of the DMV would be to facilitate and coordinate the delivery of the benefits identified in the Military Veterans Act. The structure of the DMV approved in 2010, was meant to assist with this mandate. The intention is that Department would make use of other state organs to assist with the provision of benefits where possible.

The primary mandate of the Department is found in terms of the Military Veterans Act 18 of 2011 which is 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.



In addition, the Military Veterans Benefits Regulation, 2014, which provides guidance in terms of the administrative processes necessary for operational effectiveness, consideration, and allocation of benefits.

The DMV is currently structured to disburse eleven benefits to more than 64 000 military veterans, excluding their dependents, with a budget of over R500 million. However, it is estimated that in the region of 25 000 veterans only are actively accessing their benefits. This appears to be a challenge given that many veterans are not accessing benefits and that there would be a significant budget implication if a greater number did apply for benefits. The costing model will begin by addressing the baseline costs under the current situation with formulated predictions of changes in the draft legislation.

Notwithstanding the aims and objectives of the Act and the services on offer, the DMV's challenges regarding Military Veterans continued. Further, the DMV has progressively taken increased responsibility for managing the benefits rather than relying on primary departments such as housing, education, and health to provide direct support to Military Veterans, as set out in the Act. The intention, through the amendment Bill, is to remedy these challenges and also to clarify the role and responsibilities of the DMV and specify more clearly the functions of role-players such as primary providers that provide and assist with benefits. Despite pressure to finalise the legislative process, steady progress has been made with early consultation on an amendment bill, but key aspects and processes are not yet in place.

In its strategy going forward, the Department of Military Veterans is looking to a new sustainable development and empowerment agenda for Military Veterans. This agenda will look into socio-economic empowerment that will enable Military Veterans to sustain themselves with minimal assistance from the Department. Ideally this is to include a revamped procurement process that will favour Military Veterans, as well as improved financial systems making payment of service providers more efficient and effective.

In its Service Charter the DMV pledged to deliver services, 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. It anticipates that this will be achieved through overall coordination, facilitation of the activities of Government and that of the private



sector to ensure the coherent provision of benefits and assistance to all Military Veterans and dependants where applicable.

Notwithstanding its envisaged strategy and noble pledges in the service charter, it is apparent that the DMV has not tackled its current challenges emerging from governing the affairs of the Military Veterans and the associated benefits available to Military Veterans. This report focuses on aspects of that context as a precursor to the work that will follow in the costing Model.

8.1. DMV Diagnostic Planning Tools

8.1.1. The Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of the DMV

The following are the external and internal burning platform issues that need to be addressed during the five-year planning period:-

Table 3: SWOT Analysis

STRENGTHS	WEAKNESSES
<p>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.</p> <p>Resilience: The resilience of the department in continuing to provide services, even under difficult conditions and with limited capacity.</p> <p>Mandate to Serve Veterans: The opportunity and responsibility to champion the mandate of supporting those who contributed to the liberation struggle.</p>	<p>Human Resources</p> <ul style="list-style-type: none">• No permanently appointed Director-General and vacant posts not filled.• Inadequate ICT Systems• Toxic organisational culture <p>Governance</p> <ul style="list-style-type: none">• Lack of consequence management• Policies not reviewed timeously <p>Lack of stakeholder engagement strategy with statutory bodies (SANMVA, Appeals Board and Advisory Council)</p>
OPPORTUNITIES	THREATS
<p>Brand Repositioning: The opportunity to change the negative perception of the DMV by improving its commitment to delivering services.</p>	<p>Increasing expectations from the military veteran community and parliamentary oversight bodies on the operations of the Department</p>



<p>Technological Advancement: Adopting advanced IT systems to enhance service delivery, streamline operations, and improve efficiency.</p> <p>Stakeholder Collaboration: Strengthening and expanding relationships with stakeholders, including government departments, private sector entities, and international partners, to better serve military veterans.</p> <p>Legislative and Organizational Review: The chance to review and redesign legislation and organizational structures to align with current priorities and improve service delivery.</p> <p>Decentralization: Leveraging decentralization by making effective use of provincial offices and local resources to enhance service accessibility for military veterans.</p> <p>Political Support: Capitalizing on the political will and support from executive authorities to advance the DMV's mandate.</p>	<p>Impact of global warming resulting in changing weather patterns affecting socio-economic conditions of military veterans</p> <p>Litigations against the Department</p> <p>Inadequate ICT infrastructure makes the Department vulnerable to threats of cyberspace – attackers</p> <p>Fraud and corruption</p> <p>Uncleansed Military Veterans' database</p> <p>Lack of approved organisational structure not responsive to the mandate of the Department</p>
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8.2. External Environment Analysis

8.2.1. Poverty, inequality and unemployment in South Africa

To effectively address poverty, it is crucial to understand its underlying causes and complexities. It is crucial to tackle poverty in all its magnitude (World Bank Group, 2023). The multidimensional nature of poverty is influenced by factors such as limited access to education, healthcare, clean water, inadequate infrastructure, political instability, and social inequality. Generally, a complex interplay of factors, being, historical, economic, social, and political aspects determine poverty dynamics.

For the past decade, there has been registered meaningful economic growth and development but such could not eliminate poverty for many of population. A study by Baah & Lakner (2023) indicates that fragility, conflict, and violence, that is, lack of peace



and security, stand as chief barriers to poverty reduction. These observed poverty factors perpetuate a cycle of poverty, making it indispensable to adopt a holistic approach to poverty alleviation.

The 2030 Agenda for Sustainable Development determines to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and a healthy environment.

African Union Agenda 2063 aspires a prosperous Africa based on inclusive growth and sustainable development and it is through determination eradicate poverty in one generation and build shared prosperity through social and economic transformation of the continent.

The Southern African Development Community (SADC) Regional Indicative Strategic Development Plan (RISDP) 2020- 2030 is a 10 year strategic plan attempting to lay out how SADC can best move on issues relating to “a common future, a future in a regional community that will ensure economic wellbeing, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the peoples of Southern Africa” as indicated in the SADC Vision 2050.

The main aims of the National Development Plan are to eliminate poverty and reduce inequality by 2030. To realise these goals, South Africa should draw on the energies of its people, growing an inclusive economy, building capabilities, enhancing the capacity of the state, and promoting leadership and partnerships throughout society.

Thirty years into democracy, South Africa remains a highly unequal society where too many people live in poverty and too few work. The quality of school education for most black learners is still poor. The apartheid spatial divide continues to dominate the landscape, rural versus urban. A large proportion of young people feel that the odds are stacked against them.

Poverty, inequality and unemployment remain significant challenges in South Africa. These challenges are deeply intertwined and rooted in the country's historical context. A substantial portion of the population are living in poverty, wherein many people lacks



access to basic services and economic opportunities. Approximately 40% of the working-age population and 60% of those unemployed reside in townships. These areas often lack adequate infrastructure and economic opportunities. Despite some economic growth, it has not translated into sufficient job creation or poverty alleviation, particularly in township areas (National Planning Commission, 2012)

Given the high levels of need and of poverty amongst military veterans, and low levels of access to many benefits by military veterans in the needs assessment report, it is proposed that a Poverty Alleviation and Reduction project be conducted to develop a framework for poverty alleviation and reduction to bring the most destitute families of military veterans out of poverty. Such a pilot study would focus on the needs of the families of the most disadvantaged military veterans in a particular part of the country to identify the most appropriate poverty alleviation and reduction measures for them, and to develop a framework to bring them out of poverty (HSRC, 2023).

The South African nation in the making, prides itself upon those soiled and bloodied for its emancipation. Those become the national foundation for its cultural and historical identity. They become a daily celebration that constantly marks its turning point of no return. Heroes never die but live on through shared memories and experiences that are acted out through narratives, songs, and poetry. Society never tires in the reconstruction of the principled lives engraved in its nationhood.

The establishment of a Department of Military Veterans in 2009 became such a gesture of appreciation. It wheedled the esteem of those who were still alive and brought memories of relevance to the households of those who already passed. It stands as a formidable intergenerational force which confirmed its new identity in 1994 and as a turning point of history from the segregationist apartheid regime of 1948 and its colonial forebears. The colonial influence of apartheid South Africa delusionally fed itself the deceitful perpetuation of white supremacy, but the dawn of democracy ushered in transparent principles of justice, equality, and democracy.



8.2.2. Demand for services

In October 2020, the Department of Military Veterans (DMV) of the Republic of South Africa commissioned the Human Sciences Research Council (HSRC) to assess the current needs of Military Veterans (MVs) and Military Veterans' dependents (MVDs). The assessment was necessary because no comprehensive research had hitherto been done to determine the extent to which the DMV has facilitated delivery and coordinated all activities that recognise and entrench the restoration of dignity and appreciation of the contribution of MVs to freedom and nation building in South Africa. Although much effort has been dedicated to achieving the delivery of such services in the past decade, a lot remains to be done. High profile protest activity by MVs added urgency to this research.

The study aimed to interrogate the extent to which the needs of MVs and MVDs are being met in general, and with particular reference, but not limited to the services and benefits to which the MVA entitles them. In addition, the aim was to: (i) gain an understanding of who the key stakeholders of the department are, i.e., the military veterans and their dependents, (ii) what the real needs of these key stakeholders are, and (iii) whether the department is the correct mechanism to provide for these needs. It was envisaged that such an understanding would go beyond what is already known by delving deeper into these three critical areas (HSRC, 2023).

The survey respondents were affiliated with the full range of statutory and non-statutory forces, namely the SADF (23%), MK (22%), APLA (22%), AZANLA (19%) and the SANDF (7%), as well as the Bophuthatswana Defence Force (BDF), Ciskei Defence Force (CDF), Transkei Defence Force (TDF) and Venda Defence Force (VDF), with small numbers aligned directly to the African National Congress (ANC), Pan Africanist Congress (PAC) or a self-defence unit (SDU). The respondents had served in the various military forces starting in the 1960s (3%), 1970s (7%), 1980s (51%), 1990s (38%) or 2000s (1%). They served in all ranks, the largest proportions as privates, riflemen, corporals or lance corporals, and fewer as sergeants, warrant officers, lieutenants, commanders, captains, majors or colonels. Most (77%) of the respondents undertook their military service only within the borders of South Africa, while 7% served in South Africa as well as other countries, and 16% had been based in one or more other countries, especially Tanzania (8%), Angola (4%), Zimbabwe (4%), Namibia (3%), Botswana (3%), Lesotho (2%), Uganda (2%) and Zambia (1%).



The desktop research conducted looked at several studies of the needs of military veterans conducted by researchers during the 2000s, i.e., prior to the release of the Report of the Task Team on Military Veterans and the establishment of the DMV and passage of the MVA. These studies found that, among the MVs that participated in the research:

- many were poorly educated and were keen to acquire further education.
- many were unemployed;
- many were drawn to crime because of unemployment and unrealized expectations;
- many suffered from psychological problems while none had been provided with any form of professional psychological assistance by the state;
- most were in dire need of accommodation;
- the overwhelming majority had dependents; and
- many had attempted to start their own businesses.

Among the most important challenges faced by military veterans indicated in the literature were lack of skills; lack of recognition; lack of treatment for post-traumatic stress; lack of organisation in the sector; and lack of opportunities. The most pressing needs of MVs of the non-statutory forces were employment, housing, financial assistance and access to health care, while it was found that most interventions suggested by MVs related to economic empowerment, ensuring recognition, providing psychosocial assistance and supporting strengthening the sector (HSRC, 2023).

A wide range of views and perspectives were expressed by MVs during the Phase One data collection process. Primarily, the interviews and focus group discussion revealed that a high level of demand exists amongst MVs and their dependents for the services and benefits that are listed in the Military Veterans Act. This verified what is found in several academic research studies as well as official reports of the DMV that are in the public domain.

However, the interviews and FGDs revealed that MVs found:

- challenges with the roll-out of healthcare benefits in general, as well as with the provision of specialist healthcare in particular;
- challenges with regards to access to counselling;



- challenges with the provision of educational benefits;
- challenges with the provision of housing benefits;
- challenges with the provision of military pensions;
- challenges with the provision of business opportunities to MVs;
- challenges experienced in the process of integrating back into civilian society; and
- challenges with the repatriation of the remains of those members of the military forces who had died abroad.

MVs who participated in the research identified challenges in virtually every area in the mandate of the DMV. In addition, it was found that there was:

- dissatisfaction with the MV database processes;
- dissatisfaction with the apparently dysfunctional and chaotic way in which the DMV operates;
- dissatisfaction with the pace at which the DMV deals with requests for services and benefits;
- dissatisfaction with corrupt activities in the department, as well as in some military veterans' associations;
- dissatisfaction with the apparent bias of the DMV towards members of some military veterans' associations;
- dissatisfaction with the DMV's lack of, or poor communication with MVs;
- dissatisfaction with the provision of services and benefits in some provinces; and
- dissatisfaction with the disunity prevailing between the eight existing organisations affiliated to the South African National Military Veterans Association (SANMVA).

8.2.3. Performance 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 this mandate, this account presents the extent to which the Department has supported the delivery of benefits to military veterans during the 2023/2024 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 2023/2024 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.

At the end of the 2023/2024 financial year, DMV has signalled an urgent call for the comprehensive analysis of support and capabilities available across all organs of state in fast-tracking the delivery of benefits to military veterans and their dependants.



During the previous administration, the Department did report on the priorities that align with those of the government as a whole, as adopted by Executive Authority in the 2020-2025 Strategic Plan. The overview of performance during the 2023/2024 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 2023/2024 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 provided a total of 3 690 bursaries (2 797 for Basic Education and 893 for Higher Education) to military veterans and their dependants from April 2023 to 31 March 2024. In order to facilitate the education support benefit for military veterans and their dependants, the DMV entered into Memorandums of Understanding (MoUs) with NSFAS and the Department of Basic Education. Furthermore, 1 013 military veterans and dependants were approved for training and skills development programmes.

Access to health support: Since inception of the health care benefit in 2012, about 20 893 military veterans have been granted medical authority to access comprehensive health care services through the South African Military Health Services (SAMHS) facilities and their relevant service partners, as well as the Department of Health (DOH) across all nine (9) provinces. Military veterans. 12 % of these authorized military veterans are females and 88% males.

According to the mid-year population estimates published by the Statistics South Africa (STATS SA), in July 2024, the life expectancy for males is 63,6 whilst that of females is reported to be 69,2. Majority of the alive military veterans (17 850) authorized for the health benefit are above the age of 60 years (52%) and are affected by age related challenges and non-communicable diseases. To address some of these age related



challenges and improve health outcomes, the DMV proactively came up with programs like access to frail care services, home based care services, patient transport to those with mobility challenges, and provision of assistive devices to eligible military veterans.

According to the World Health Organization, there is a strong correlation between mental health disorders and participation in military activities. Most military veterans had combat exposure which may lead to severe mental illnesses. Some experienced trauma which may lead to disorders such as Post Traumatic Stress Disorders (PTSD), grief, shame, anxiety, depression and many other associated conditions. It has been identified that adjusting to civilian life for many military veterans may have many challenges. In this regard, the DMV plans to enhance the current service delivery model of health to focus on prioritising dedicated mental programs.

When looking at military veterans migration patterns, the highest proportion of military veterans accessing health services are in urban areas especially in Gauteng province (26%) , followed by Western Cape (12%) and Eastern Cape (12%). The lowest proportion of military veterans are in Free State (5%) and Mpumalanga (3%). This may be due the vastness of the rural areas, lack public transport and non- availability of SAMHS sick bays and military hospitals in these provinces. The DMV is engaging provincial health departments to determine ways of ensuring easy access to services for military veterans. The Department has signed a service delivery agreement with the South African Military Healthcare Services (SAMHS) as partners in the delivery of healthcare to military veterans. A total number of 363 military veterans were authorised to access healthcare services through SAMHS facilities and/or SAMHS outsourced services during the 2023/2024 financial year. This resulted in a cumulative total of 17 691 military veterans authorised to access healthcare.

The cumulative number of military veterans provided with access to healthcare is decreasing. As at the end of the 2023/24 financial year, there were 2 509 deceased military veterans who were provided with healthcare. The non-achievement of the annual target was due to many applicants not meeting the qualifying criteria as outlined in the policy. A total of 602 military veterans and/or their dependants received counselling and treatment services during the 2023/2024 financial year.



Facilitation of employment placement: The Department was not able to reach any significant achievement in creating employment opportunities for military veterans through partnership with other stakeholders during the 2023/2024 financial year. This was due to the tough South African economic climate and capacity challenges in the DMV to facilitate this targeted benefit. The Department takes note of other spheres of government and other state organs who have intervened and employed a number of military veterans during the period under review.

Facilitation of or advice on business opportunities: 167 military veterans companies were provided with facilitation or advice on business opportunities during the 2023/2024 financial year.

Subsidisation or provision of public transport: The Department was not able to make progress regarding consultative processes with stakeholders regarding the strategy on this benefit. The implementation of this benefit will remain a challenge due to the complex and mostly disintegrated subsidisation of the public transport system in the country.

In view of the current status, the target on the subsidised public transport benefit will not form part of the Annual Performance Plan for the 2025/2026 financial year. However, the Department will however look at other feasible options related to this approach in order to make access to this benefit as practical and feasible as possible.

Housing: The Department, in collaboration with the Department of Human Settlements, planned to deliver 225 newly built houses to military veterans during 2024/2025 financial year. Most of the houses delivered were a backlog of some projects from the previous years by the Department of Human Settlements (DHS) in all provinces.

In all provinces eligible military veterans are still waiting for houses as the provinces continue to face challenges regarding the delivery of houses. The two departments have agreed to review the current floor plan and cost it, review housing regulations (including the financial implications of delivering the benefit to military veterans), and review the MoU and SLAs with provinces.



During the 2024/2025 financial year, 562 military veterans' applications were processed and approved to access to the housing benefit, and these lists were submitted to the national DHS for further processing.

- Eastern Cape : 71 applicants
- Free State : 41 applicants
- Gauteng : 136 applicants
- KwaZulu-Natal : 37 applicants
- Limpopo : 42 applicants
- Mpumalanga : 24 applicants
- Northern Cape : 26 applicants
- North-West : 71 applicants
- Western Cape : 114 applicants

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 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 housing benefit will also be reviewed during the MTEF as there are gaps and challenges that have been identified. During 2024/2025 financial year, many mortgage bond applicants did not meet the qualifying criteria as outlined in the Military Veterans Benefits Regulations. As of 31 December 2024, only 19 out of 33 mortgage bond applicants have been approved.



The Department, in collaboration with the Department of Human Settlements, managed to deliver 133 newly built houses to military veterans. Most of the houses delivered were a backlog of some projects from the previous years by the Department of Human Settlements (DHS) in all provinces.

In all provinces, eligible military veterans are still waiting for houses as the provinces continue to face challenges regarding the delivery of houses. The two departments have agreed to review the current floor plan and cost it, review housing regulations (including the financial implications of delivering the benefit to military veterans), and review the MoU and SLAs with provinces. The 133 houses were delivered to the military veterans in different provinces. During the 2023/2024 financial year, 512 military veterans' applications were processed and approved to access to the housing benefit, and these lists were submitted to the national DHS for further processing.

- Mpumalanga : 09 houses
- Gauteng : 85 houses
- KwaZulu-Natal : 01 house
- North West : 06 houses
- Limpopo : 23 houses
- Eastern Cape : 09 houses

During the 2023/2024 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.

Compensation: 242 military veterans received the compensation benefit during the 2023/2024 financial year. The target was overachieved due to interventions agreed upon with SAMHS to process all outstanding applications from previous years which could not be processed due to the unavailability of the medical panel at that time.

Pension: During the 2022/2023 financial year, the pension target could not be achieved; however, the policy in respect of this benefit was finalised after extensive consultation with relevant stakeholders for input. The DMV then focussed on the development and approval of the Pension Benefits Regulations during the 2023/2024 financial year. The



finalisation of the parliamentary process in October 2023 enabled the roll-out of the benefit in partnership with Government Pensions Administration Agency (GPAA).

As at March 2024, 614 military veterans and 1 dependant received their pension payment, including arrear payments that were due from the date of the approval of the pension regulations. Despite over 18 000 applications received since April 2023, the process commenced slowly. However, plans have not been put in place to process the backlog and to ensure that in the new financial year all eligible applicants receive the pension payout.

As at December 2024, the status quo on the rolling out of Military Veterans Pension benefit is as follows:-

- Total applications received since inception : 20 441
- Total approved cases : 084
- Total rejected cases (various reasons) : 1 465
- 3 659 pensioners paid
- 206 recipients are Females
- 127 recipients are persons with disabilities

Burial support: The Department paid 83% of burial support applications within 30 days during 2023/2024 financial year to military veterans' families.

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. The DMV did not facilitate the access to employment placement opportunities to military veterans during the 2023/2024 financial year. This was



due to capacity challenges in the Department and the economic climate of the country.

Priority 4: Promotion of military veterans' heritage as well as memorialisation and honouring

This priority embraces NDP Chapters 14 and 15.

The Department is continuing with its commitment in the Liberation Struggle History programme which is aimed at documenting the military veterans' history. The Department supported 7 military veterans to publish their autobiographies and a collection of their liberation poetry as part of the programme of the documentation of the Liberation Struggle History that the DMV has been implementing over a number of years. The DMV continues to honour military veterans in various approaches.

The burial support benefit continues to assist families of deceased military veterans to give them lasting dignity through the headstone programme as well as reburying exhumed former combatants.

Three memorial lectures were coordinated for military veterans in response to the necessity to recognise and solidify the restoration of dignity and appreciation of military veterans' contribution to our freedom and nation building during 2023/2024 financial year.

The support from the Department of Sports, Arts and Culture and the Department of Justice and Constitutional Development on the exhumations and reburials of many struggle liberation veterans that passed on during the apartheid regime has seen the DMV moving closer to its goal of honouring all struggle military veterans in life and posthumously.

Priority 5: Maintain the credibility and security of the national military veteran database

This priority embraces NDP Chapter 13.



The DMV, with the help of the Database Verification Cleansing and Enhancement Work Stream (DBVC), is processing applicants nationwide to verify the bona fides of military veterans who neither integrated nor demobilised in 1994 so that they can be registered in the National Military Veterans Database.

A total of 1 417 military veterans were verified and captured on the National Military Veterans Database so as to access benefits as espoused by the Military Veterans Act (Act No. 18 of 2011) during the 2023/2024 financial year.

DMV, in partnership with State Information Technology Agency (SITA), is also implementing the Integrated Database Management System (IDMS) to automate the application and registration of bona fide military veterans in to the database as well as the automation of dispensing of benefits to military veterans.

This will enable military veterans to check their status and the progress of their applications for benefits to address the challenges facing military veterans – particularly NSF military veterans and dependants – in accessing benefits.

Priority 6: Implementation of the high impact communication and marketing strategy and plan.

The priority embraces NDP Chapter 13.

A vigorous partnership with Government Communication and Information Systems (GCIS) in raising the profile of military veterans as well as keeping the interest alive and momentum going was executed during the 2023/2024 financial year.

Several communication platforms were employed that targeted various segments and these were informed by the draft Communication Strategy and Marketing Plan. Several public participation engagements were conducted during the 2023/2024 financial year, some of which were undertaken in conjunction with the Presidential Task Team (PTT). The PTT, under the leadership of the Deputy President, Hon. D.D. Mabuza, saw the Department conducting imbizos with military veterans in eight provinces.



8.3. Internal Environment Analysis

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

8.3.1. DMV Stakeholder Management & Communications

8.3.1.1. 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 Act.

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 Analysis of the Department

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplication/ Possible links/ Contradictions related to roles and responsibilities (1)	Funding availability (2)	Inside/Outside Mandate (3)	Capacity Availability (4)
Military Veterans and their dependants	Provide accurate information relating to military veterans and their beneficiaries	Update their information with the DMV to ensure that eligible Military veterans are provided with benefits Ensure that resources provided to them are used responsibly.	Possible duplications with the line function departments	Yes	Inside Mandate	No ICT systems and adequate systems
SANMVA	To represent the interest of the Military Veterans Organisations Nationally	Advise the Minister with regards to the matters relating to legislation and policy on matters affecting the affairs of military veterans	Individual Military Veterans Associations	Limited	Inside Mandate	sufficient
Appeals Board	To consider any appeal lodged against any decision which adversely affect the rights of the military veterans	To promote fair administration of justice	None	Limited	Inside Mandate	Sufficient
Advisory Council	To advise the Minister on any	To ensure that the Minister is	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)
	matter relating to the legislation and policy where applicable	provided with expert advice to make informed decisions.				
Department of Defence	<p>Facilitate Access to Healthcare and Dedicated Counselling and Treatment for Military Veterans.</p> <p>Provide medical panel for compensation benefit medical assessments.</p> <p>Provide for an integrated database management system with DoD to ensure seamless secure Military data file transfer.</p>	<p>Receives authorization data of military veterans authorized to received healthcare services from the DMV to ensure that eligible military veterans are provided with healthcare services</p> <p>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</p>	<p>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</p>	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)
		Ensure that information contained in the database is secured and credible				
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	Provisions of transport to the Military Veterans	None	Yes	Outside Mandate	Limited



Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplication/ Possible links/ Contradictions related to roles and responsibilities (1)	Funding availability (2)	Inside/Outside Mandate (3)	Capacity Availability (4)
	military veterans					
Department of Health	Facilitate access to the National Health Insurance	Provide military veterans with access to NHI	None	NO	Outside Mandate	Limited
Government Pension Administration Agency (GPAA)	Facilitate Provision of Compensation Benefit	Provide assistance in the implementation of Compensation Benefit	None	Yes	Outside Mandate	Limited



8.3.1.2. Communications

The Administration Programme remain seized with the coordination of the development of an agile communication strategy and plan that educates and informs on latest developments regarding beneficiary support provisioning as well as profiling the Department as employer of choice.

Communication unit will ensure that the Department continue to write and distribute relevant content to promote the DMV's activities and policies, act as a liaison between the sector, the public and the media space to ensure that the brand of the Department remains relevant, in enhancing clarity, collaboration, and culture within the DMV to promote alignment, engagement, and a shared sense of purpose.

The strength of departmental infrastructure and systems are key to service delivery and to the realization of the Intergovernmental Relations Framework (IGR) to accelerate the delivery of services to the military veterans and their dependants.

8.3.2. Organisational environment.

The Department staff establishment structure has 169 approved posts. As at 31 March 2024, the department had filled a total of 123 funded permanent posts. A total number of 43 posts were additional to the fixed establishment as at the 31st March 2024.

During the 2023/2024 financial year, the Department maintained a vacancy rate of 27%. The challenge of vacancies was exacerbated by the austerity measures which were introduced by National Treasury (NT) during the period under review, which meant that the Department was not able to fill the required positions timeously.

The DMV is committed to an improved recruitment process in norms and standards. The consultations were done with the Department of Public Service and Administration (DPSA) on the alignment of functions within the Department continued during the 2023/2024 financial year. The aim of this process is to bring about efficiencies and cost effectiveness while ensuring that the Department continues to fulfil its constitutional



mandate. The functional alignment is also aimed at laying the foundation for coherence between the National and Provincial structures while taking cognisance of affordability.

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.

The department identified 15 vacant posts as critical that has been agreed with National Treasury in 2024/2025 financial year namely: the DG post, 3 x Directors in HRM, Finance and Legal Service; 7 x Deputy Director and 3 x Assistant Directors posts in Core & Support Service including Senior State Accountant post in Finance. The department has obtained the approval for the advertisement of the 15 posts, deemed to be critical from the National Treasury.

The post of Director-General was advertised in the media on the 29th November 2024 and the closing date of the submission of applications was on 20 December 2024 which was submitted to the attention of the Office of the Ministry.

The department to finalise Job Evaluation process for the filling of other (14) critical vacancies in respect of PSR 40 (C). Thereafter, department will be facilitating a consultation between the Minister of Public Service Administration (MPSA) and the Minister of Defence and Military Veterans for concurrence. The department will than advertise the critical vacancies once concurrence has been obtained from the MPSA.



The department will consider filling of identified 15 critical vacancies that has been agreed with National Treasury in 2025/2026 financial year upon the finalisation of job evaluation process respect of PSR 40 (C).

The Department managed to achieve 59,1% female representativity within the senior management service level, which is a government imperative, and it is over and above the targeted and legislated 50% during the 2023/2024 financial year.

The Department managed to achieve the 1, 6% of persons with disability that has been reported. Efforts are, however, made to ensure the realisation of this important government imperative. The Department will also implement a targeted recruitment, in line with the DPSA policies, such that it meets its employment equity targets.

The department has established an interim job evaluation panel, consisting of external members from the Public Service, with assistance from the Department of Public Service and Administration (DPSA). This panel is responsible for conducting the job evaluation process concerning PSR 40 (C) for critical Senior Management vacancies, as the department does not currently have an internal Job Evaluation Panel.

The department plans to establish its own job evaluation panel in the 2025/2026 fiscal year. This panel will conduct job evaluations for critical vacancies at the Deputy Director level and below. Subsequently, the department will facilitate consultations between the Minister of Public Service Administration (MPSA) and the Minister of Defence and Military Veterans to obtain their concurrence. Following this concurrence, the department will proceed to advertise the critical vacancies, the MPSA.

8.3.3. 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 organizational structure outlines a way an organisation assigns and coordinates tasks within its IT department. This is in short, an IT blueprint. Organizational structure helps to keep operations efficient by outlining specific roles and duties and optimizing the use of IT policies, systems and procedures. It is important to consider whether such a structure will be centralised or de-centralised.

In addition, the organizational blueprint associated with the structure of an organisation's IT department must consider the choices between internal staff/personnel within the organization'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 organizational change at a strategic level. The strategy will improve department’s operational efficiency, improve service delivery to Military Veterans, and advance innovation across the organization.

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

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 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 reorganization 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: Program/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 needs to be secured. It is therefore critical that the DMV's records during this planning period are digitized so that the organisation may reap the benefits of digitalization.

Digitization: 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.

Digitalization: When data from throughout the organization 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.

8.3.4 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 finalization 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 and Military Veterans (PCD&MV) in May 2003.

The 2009 Report of the Ministerial Task Team Report on Military Veterans (MTTR) 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 and Non-Statutory 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 Forces 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 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 (DMV National Military Veterans Database)

PROVINCE OF RESIDENCE	MK	SADF	TDF	VDF	APLA	SANDF	BDF	CDF	AZANLA	UDF	TOTAL PER PROVINCE
EASTERN CAPE	1 648	2 295	1 733	2	667	746	2	861	73	43	8 070
FREE STATE	511	3 631	40		245	1 029	138	8	73	12	5 687
GAUTENG	4 848	13 973	133	38	2 150	5 510	247	38	155	84	27 176
KWAZULU NATAL	2 549	3 312	78	2	189	1 256	2	5	47	16	7 456
LIMPOPO	875	2 941	4	401	241	826	9	1	105	30	5 433
MPUMALANGA	611	2 032	3		111	551	3	1	5	9	3 326
NORTHERN CAPE	311	3 847	8	1	128	864	92	12	13	29	5 305
NORTH WEST	577	2 763	6	3	353	847	1 395	11	18	12	5 985
OUTSIDE RSA	11	173			5	29					218
ADDRESS NOT UPDATED	1 774	1 455	34	15	1 218	715	74	26	68	14	5 393
WESTERN CAPE	624	9 588	69	1	320	2 570	5	39	51	91	13 358
TOTAL PER FORMER FORCE	14 339	46 010	2 108	463	5 627	14 943	1 967	1 002	608	340	87 407

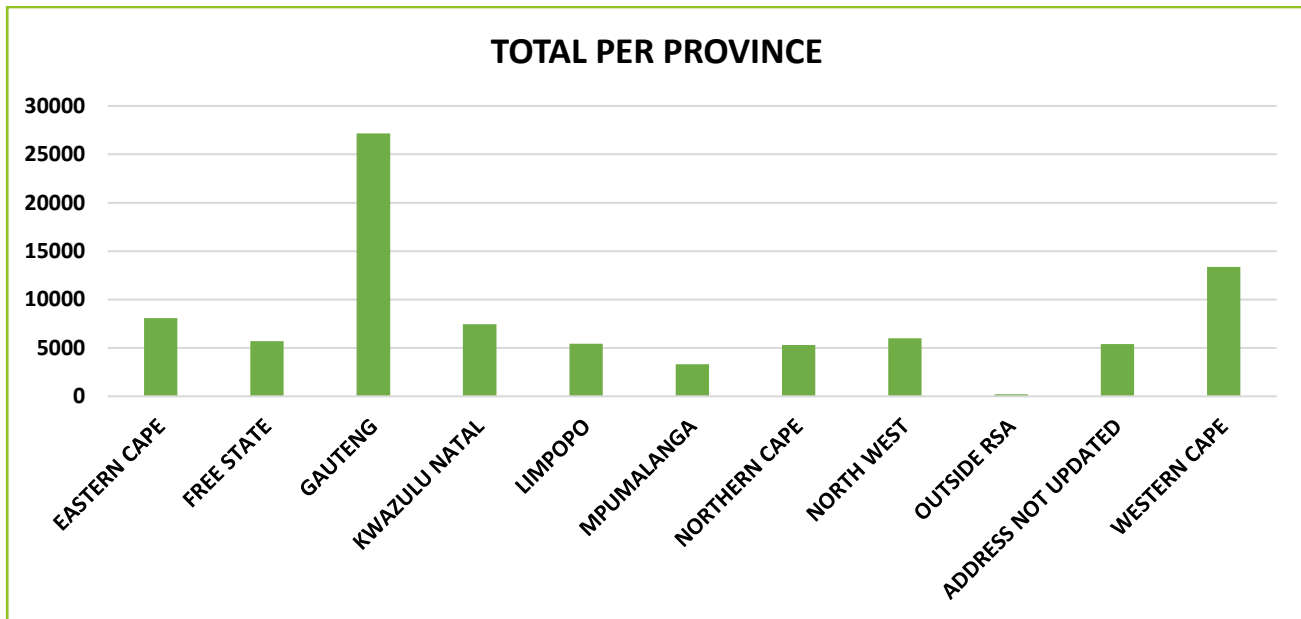


Figure 4: Military Veterans by Geographic Location

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 i.e. MK, APLA and AZANLA. The trends followed by the SANDF that included all the forces after integrations. And the TBVC forces also showing some spike. The Race perspective reflect Africans followed by



the whites. This graph depict our community history. Though the gender of all races still male dominate.

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

Furthermore, the figure below denotes the military veterans per race and gender.

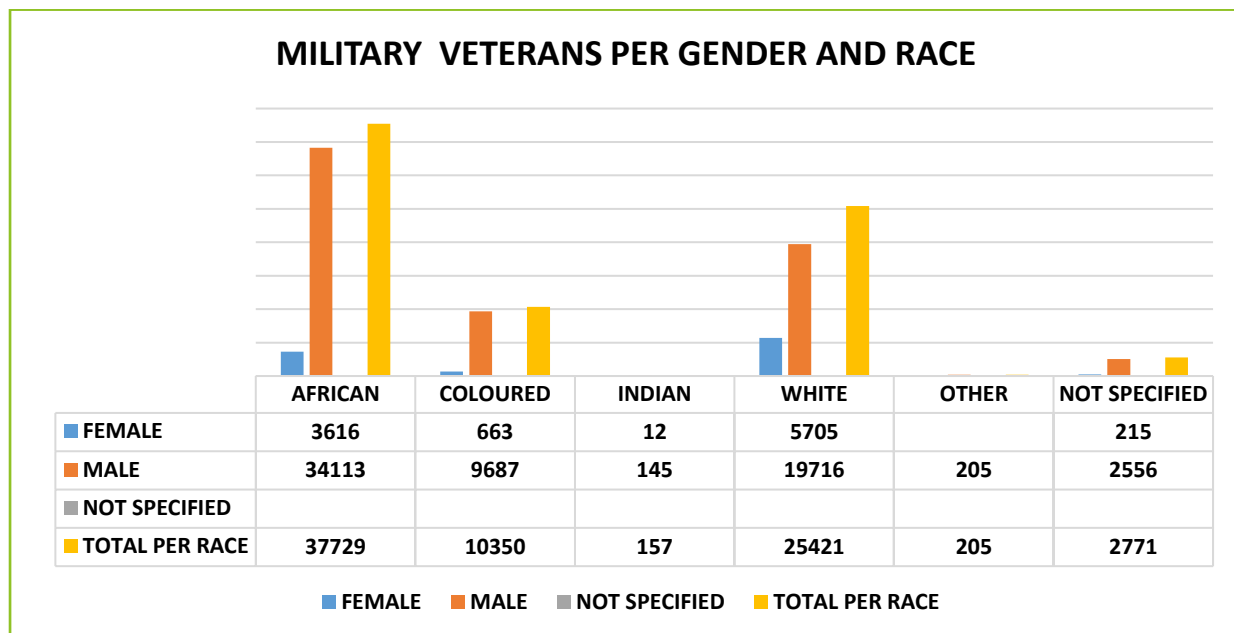


Figure 5: Military Veterans by Gende and Race

8.3.5. Description of the Strategic Planning process

In preparation for the Departmental Strategic Planning session, the Department embarked on the Theory of Change training for salary levels 9 to 12 as well as the Change Management workshops for salary levels 1 – 8 and salary levels 9 – 16. The workshops were hosted by the NSG in August and September 2024, respectively.

The detailed reports on both interventions were presented to officials before embarking on the Strategic Planning as a form of laying foundation and continuation of the issues raised during those interventions. The presentation on the report highlighted 15 action points derived from the workshops, perceived major strengths and opportunities for the DMV, main external burning platforms to be addressed, priorities, impactful actions, and



suggestions on how the DMV can improve intergovernmental relations to support its mandate.

Thereafter, the DMV convened a three-day strategic visioning and planning workshop with the departmental executive and management to facilitate conversations and dialogue on strategic matters pertaining to the DMV.

The expected outcomes of the workshop were:

1. A clear analysis and understanding of the DMV mandate and fulfilling its constitutional and legal mandates.
2. A shared vision and mission in achieving strategic priorities towards Vision 2030.
3. Strategic priorities for the next five years (2025/2030).
4. Strengthening institutional capability.

DPME delivered presentations on the Medium-Term Development Plan (MTDP) and the Revised Framework on Strategic planning. DPME indicated that the draft Medium Term Development Plan (MTDP) was approved by FOSAD in June and July 2024. Cabinet Lekgotla agreed on a minimum Programme of Priorities and approved that it be translated into the draft MTDP 2024-2029 as a more detailed plan.

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 Department learned that each government department needs to identify the priority that they are contributing towards.

In terms of the Revised Framework on Strategic plans and Annual Performance Plans, the DPME emphasised the importance of the Department doing a diagnosis to determine the root cause of problems to identify solutions to those problems. The



workshop participants were taken through the content, Technical Indicator Descriptors (TIDs), and templates for a Strategic Plan, Annual Performance Plan (APP), and Annual Operational Plan (AOP).

The Department was alerted that the revised framework standardises concepts used across short and medium-term planning instruments, streamlines planning, monitoring and evaluation processes, and improves the use of evidence, and monitoring and evaluation findings to better inform improvement, learning and innovation. The attendees were made aware that the Revised Framework provides direction for government institutions to plan using the Results-Based Approach and on the processes related to the development, approval, revision and tabling of Strategic Plans and Annual Performance Plans.

The workshop participants participated in an online survey to analyse the mandate of the DMV. Out of the issues raised below, a decision needs to be made in terms of what should find expression in the final document.

The participants conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the DMV through an online survey and open engagements.

The Minister introduced the new Advisor to the Minister`s office and indicated that adequate ministerial support will be provided to the DMV through the new Advisor to be seconded to the department

The Minister stated that the work of the DMV staff as civilians is to honour and serve the military veterans and their dependents. The Minister urged the DMV staff to provide service with unity of purpose, commitment, dedication, honesty, discipline, humility, justice, fairness, openness, respect & integrity. She expressed her support for a review of the Act, particularly the definition of a military veteran to answer the following questions. Who is the DMV serving? Where should the former Military Skills Development System (MSDS) belong?

The Executive Authority priorities for the next coming five-year planning period are:

- (i) Improved socio-economic status of Military Veterans (Outward looking)
- (ii) Economic opportunities for Military Veterans (Outward looking)



(iii) Strengthened governance, legislation and efficiencies at DMV (Inward looking)

Eight cross-functional teams were formed to deal with the issues identified and provided inputs into the draft panning instruments of the DMV and they are as follows:-

Workstream 1: Vision, Mission and Values

Workstream 2: Acts, Regulations, MoUs, SLAs, Policies

Workstream 3: HR Capacity (staffing), Vacancies, Organisational structure, HR Staff Development & Training

Workstream 4: ICT, Databases & Tools of Trade

Workstream 5: Infrastructure & Facilities

Workstream 6: Stakeholder Management, Communication and Decentralisation

Workstream 7: Finances

Workstream 8: Governance, Risk & Compliance



PART C: MEASURING OUR PERFORMANCE



PART C: MEASURING OUR PERFORMANCE

9. 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.

9.1. 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 6 below reflects the logical flow of the results based concepts that guided the development of outcomes for the Department to realise its strategic intent:

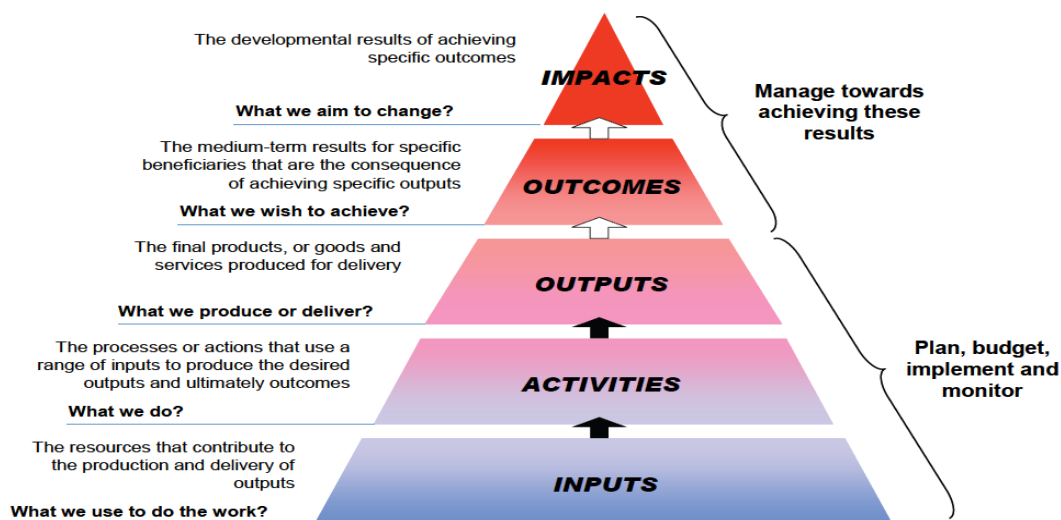


Figure 6: Logical Flow of the Results Based Concepts

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: DMV Strategy Map

IMPACT STATEMENT	
Improved and sustained livelihoods of Military Veterans	
OUTCOME STATEMENTS	
OUTCOME 1: Decentralised 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 MTDP 2025-2030.

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.



Table 7: Theory of Change

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 basic necessities Ability to financially support themselves Stable socio-economic position on their own



9.2. Measuring the Impact

Table 8: Impact Statement

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

9.3. Measuring Outcomes

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

Table 9: Measuring Outcomes

Outcomes	Outcome Indicator	Baseline	5 year Targets
Decentralised Services	Number of key services delivered at provincial level	0	5
An improved socio-economic status of military veterans'.	Number of military veterans with improved socio-economic status	- Access to Healthcare-17 691 approved to access healthcare services, 662 approved for compensation and 2 922 provided with dedicated counselling services and treatment	6 000
		Access to housing- 1 095 newly built house and 110 mortgage bond subsidy	2400
		- Access to education- 18 743 bursaries	17 500



Outcomes	Outcome Indicator	Baseline	5 year Targets
A fully integrated and high-performing organisation.	Level of performance in the department.	Low (below 50%)	Medium (above 50%)
Effective Stakeholder Management and Intergovernmental Relations.	Level of perception of the department's commitment to engaging and collaborating with stakeholders	Low (below 50%)	Medium (above 50%).

9.4. Planned performance over the five year (2025/2030) planning period

9.4.1. Contribution by Executive Authority (EA) Priorities, Statement of Intent, National Development Plan (NDP) Vision 2030 and Medium Term Development Plan (MTDP) 2024-2029 Priorities.

The DMV on its mandate obligations, has aligned the Executive Authority Priorities to the government expectation in these 7th Administration. The alignment is denoted below with regard to the contribution by the Executive Authority (EA) Priorities, Statement of Intent, National Development Plan (NDP) Vision 2030 and Medium Term Development Plan (MTDP) 2024-2029 Priorities.

Table 10: Contribution by EA Priorities, Statement of Intent, NDP Vision 2030 and MTDP 2024-2029 Priorities

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 • Strengthen delegation, accountability and oversight	Strategic Priority 3: A capable, ethical and developmental state
Priority 2: Improved socio-economic status of Military Veterans (Outward looking)	Investing in people through education, skills development and affordable quality healthcare.	Chapter 9: Improving education, training and innovation	Strategic Priority 2: Reduce Poverty and tackle the high cost of living



<ul style="list-style-type: none"> - Education, Training and Skills Development - Access to health care - Housing - Burial Support - Compensation - Pension - Honouring and memorialising fallen military veterans - Dedicated counselling 	<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 10: Promoting health</p> <p>Chapter 11: Social Protection</p> <p>Chapter 15: Transforming society and uniting the country</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 industrialization, 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. 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>

The Department`s planned performance over the next 5 years is informed by the current socio-economic conditions facing the military veterans` community which is characterised by a high level of unemployment, poverty and inequality which the



Department seeks to address 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.

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

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

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

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



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

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

9.4.2. Enablers to achieve the five year (2025/2030) targets.

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

- Visible and stable leadership to sustain strategic oversight,
- A well-resourced Organisational Structure to support the Service Delivery Model,
- A well-defined infrastructure to support a fully functional Department,
- Fully reliable, effective and efficient integrated ICT systems,
- Continuous improvement to achieve financial viability and sustainability,
- Obtain a Clean Audit opinion during the MTDP period,
- Effective good corporate governance,
- Effective Stakeholder Management and Communication to support the core mandate,
- Integrated approach to Service Delivery,
- Research Based Approach to Service Delivery,
- Legal and Compliance Support - Appeals Board, Public Protector etc,
- Facilities: adequate office space for personnel,
- Fully functional Provincial Offices to serve as foot print of service to military veterans (Decentralisation).

9.4.3. Explanation of the outcomes' contribution to the achievement of the impact.

The Department in pursuance of its Legislative mandate through its inherent military services scope of operation, will contribute to the national imperatives as guided by



the EA Priorities, NDP Vision 2030 and MTDP Priorities 2025-2030 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 DMV is currently providing healthcare services to military veterans primarily through the South African Military Health Services (SAMHS), and the Department of Health (DoH) facilities. In



2015 the DMV entered into a MoU with SAMHS for provision of all 3 benefits in the healthcare unit. However, numerous challenges were identified, the main one being the accessibility of the healthcare facilities (only 3 Military Hospitals to service the entire country).

- 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).

Medical assessments for the compensation benefit are conducted through SAMHS and is progressing well. The applications backlog has been cleared in 2024, and the Department is in the process of reviewing the regulations to ensure that the benefit is provided to the intended beneficiaries, and is aligned to that which is provided through GPAA.

During the 2025/2026 financial year, in consultation with various stakeholders including National Treasury, the DMV will embark on a process to review the current Military Veterans Pension Regulations to ensure that the benefit is affordable to the state and also address other gaps identified. The SLA between DMV and GPAA will be a monitoring mechanism for progress and addressing any challenges that may be experienced.

The Department has developed an HR Strategy 2030, drafted a Service Delivery Model (not approved yet) and, through National Treasury's 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 Departments 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 understand the staff profiles, whether employees 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 HQ.
- 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

10. Key Risks

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.

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 11: 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
	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.



An improved socio-economic status of military veterans'.	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

11. Public Entities

Table 12: Public Entities

Name of Public Entity/Statutory Bodies	Mandate	Outcomes	Current Annual Budget (R thousand)
The department not have Public Entities as listed/ established as PFMA Schedule 3A or 3B or 3C			

Table 13: District Development Model

Areas of intervention	Five-year Planning Period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
The Department of Military Veterans is a recipient of services from different government departments. It does not have projects in any Districts						



12. Conclusion

The DMV Strategic Plan 2025/2030 will form the basis for measuring the performance of the department.

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

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



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D

**PART D:
TECHNICAL INDICATOR
DESCRIPTIONS**



PART D: TECHNICAL INDICATOR DESCRIPTIONS (TIDs)

Outcome 1: Decentralised Services

Impact	Improved and sustained livelihoods of military veterans
Outcome	Decentralised Services
Indicator Title	Number of key services delivered at provincial level
Definition	The indicator measures the extent to which service delivery has been successfully devolved to provincial offices improving accessibility, responsiveness and decision making closer to beneficiaries which are military veterans
Source of data	Provincial Reports
Method of calculation/Assessment	Simple count
Assumptions	Staff at provincial level have adequate training and authority to manage service delivery and there must be adequate infrastructure in place to support decentralised service provision.
Disaggregation of Beneficiaries (where applicable)	Target for Women- Target for Children- Target for Youth- Target for People with Disabilities-
Spatial Transformation (where applicable)	The indicator applies to all nine provinces in the country
Desired Performance	Fully decentralised services
Indicator Responsibility	DDG: Corporate Services



Outcome 2: Effective Stakeholder Management and Intergovernmental Relations.

Impact	Improved and sustained livelihoods of military veterans
Outcome	Effective Stakeholder Management and Intergovernmental Relations.
Indicator Title	Level of perception of the department's commitment to engaging and collaborating with stakeholders
Definition	The indicator refers to the level at which the stakeholders perceive the Department's level of engagement and collaboration on how the Department raise awareness and providing basic information, address concerns, provide clear explanation, maintain open communication and keep them informed.
Source of data	Internal and external communication Interviews Social Media monitoring
Method of calculation/Assessment	Reports on data collected through internal and external communication, interviews and social media
Assumptions	An effective Stakeholder Management and Intergovernmental Relation strategy in place
Disaggregation of Beneficiaries (where applicable)	Target for Women- Target for Children- Target for Youth- Target for People with Disabilities-
Spatial Transformation (where applicable)	Not Applicable
Desired Performance	Effective Stakeholder Management and Intergovernmental Relations.
Indicator Responsibility	DDG: ESM



Outcome 3: A fully integrated and high-performing organisation.

Impact	Improved and sustained livelihoods of military veterans
Outcome	A fully integrated and high-performing organisation.
Indicator Title	Level of performance in the department
Définition	<p>A fully intergrated organisation refers to an organisation its employees, systems and processes are connected and work together to improve efficiency.</p> <p>A high performing organisation is an organisation that achieves its results and has a culture of continuous improvement.</p>
Source of data	Annual report
Method of calculation/Assessment	$\frac{\text{Number of targets achieved for the financial year}}{\text{Total Number of targets planned for the financial year}} \times 100$
Assumptions	The Department achieves its targets as planned for the financial year
Disaggregation of Beneficiaries (where applicable)	Target for Women- Target for Children- Target for Youth- Target for People with Disabilities-
Spatial Transformation (where applicable)	N/A
Desired Performance	Unqualified audit opinion
Indicator Responsibility	DDG: CS, DDG: SES and DDG ESM

Outcome 4: An improved socio-economic status of military veterans’.

Impact	Improved and sustained livelihoods of military veterans
Outcome	An improved socio-economic status of military veterans’.
Indicator Title	Number of military veterans with improved socio-economic status
Definition	An improved socio-economic status means measuring economic and social standing of military veterans wherein they have more access to resources and opportunities. These include access to higher education, acquiring skills relevant to the skills market, seeking employment opportunities and participating in business opportunities programmes
Source of data	Administrative Records
Method of calculation/Assessment	Simple count
Assumptions	Thorough research and robust policy process in place



Disaggregation of Beneficiaries (where applicable)	Target for Women- Target for Children- Target for Youth- Target for People with Disabilities-
Spatial Transformation (where applicable)	The indicator applies to all nine provinces in the country
Desired Performance	Improved socio-economic status of military veterans
Indicator Responsibility	DDG: SES and DDG: ESM



PART E: DEPARTMENT OF MILITARY PLANNING CYCLE

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 Planning	Strategic Plan (every 5 years) May with 5 year Electoral Cycle	Submission of Branch APP's for FY+2	Issue DMV FY+2 Planning Guidelines				Submit 1st Draft DMV FY+1 Strategic Plan to NT			Public Entities submit APP to DMV FY+1		Table DMV FY+1 Strategic Plan to Parliament
	Annual Performance Plan (every year) Workshops	Submission of Branch APP's for FY+2	Issue DMV FY+2 Planning Guidelines	DMV Planning and Budgeting Seminar	Executive Authority (EA) Workshop		Submit 1st Draft DMV FY+1 APP to NT	Submission of Performance Agreements with Final Approved APP		Executive Authority (EA) FY+2 Strategic Planning Workshop / Environment of Analysis Approved		Table DMV FY+1 APP to Parliament
Strategic and Annual Performance Indicators		Due Diligence of Plans for FY+2	Presentation of DMV's priorities to the COO				Highlight Briefing for Environmental Analysis FY+2			Environment of Analysis FY+2 Workshop		DMV FY+2 Strategic Planning Workshops
	Changes to Core Performance Indicators	Proposals of Intangible Performance Indicators	Propose changes to RPS	Consultation with National Insurance in one Performance Indicators	Engage MIEC w/ DMV policy proposal	EA engage with RPS	NT issue BIE Instructions	EA engage with RPS	Submit Draft DMV FY+1 APP to NT	Take DMV Budget in Parliament MIEC DMV Budget Vote		
Strategic Budgeting	Annual Budget and MIEC	NT Issues MIEC Instructions	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT	NT approves changes to RPS	Submit DMV's Budget to RPS		EA engage with RPS	Submit Draft DMV FY+1 APP to NT	DMV Quarterly Performance Review for FY+1 MIEC Plans		
	Workshops	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT	Submit DMV Budget proposals to NT		
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