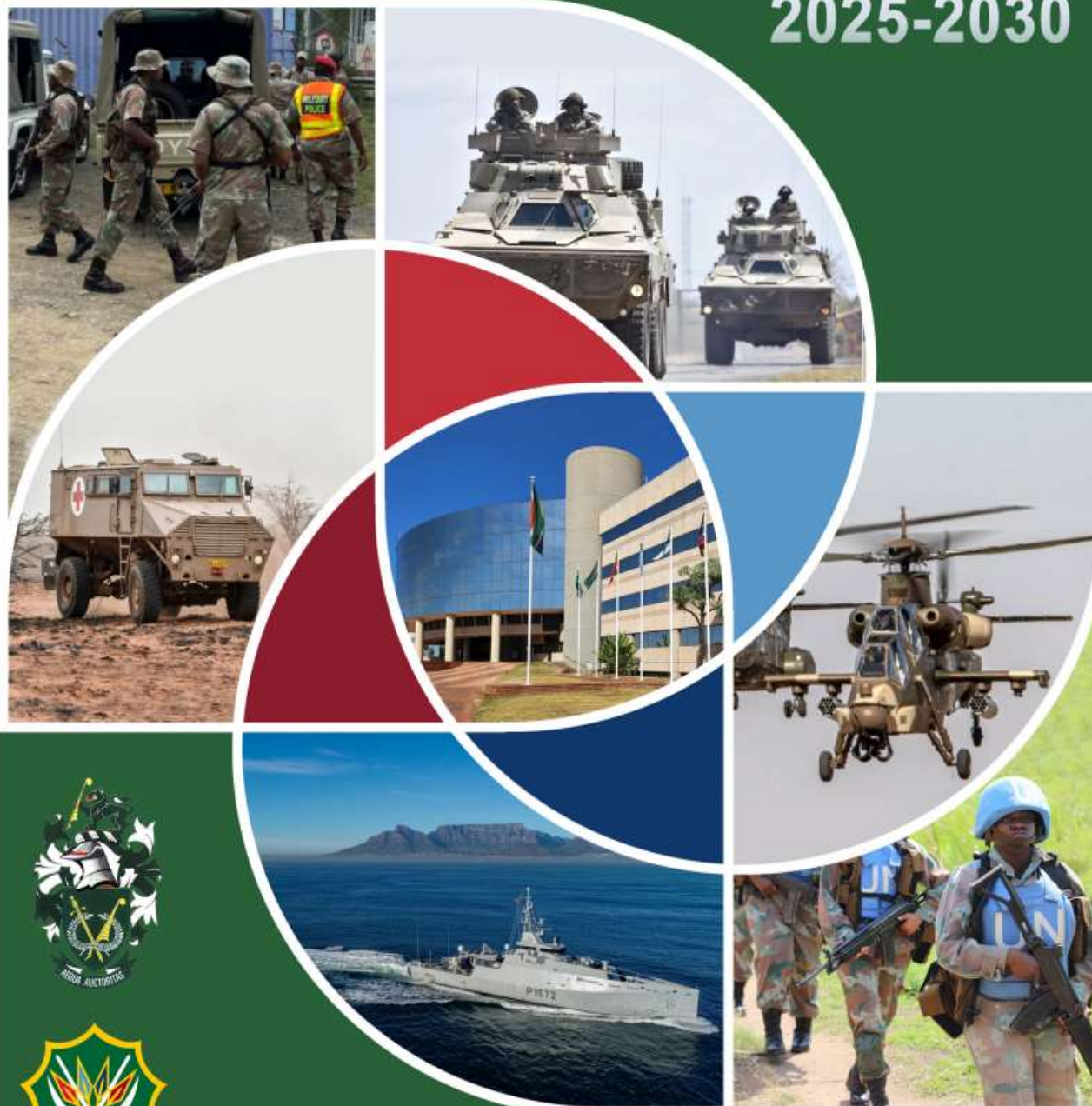


# DEPARTMENT OF DEFENCE STRATEGIC PLAN 2025-2030



**defence**

Department:  
Defence  
REPUBLIC OF SOUTH AFRICA





# **DEPARTMENT OF DEFENCE STRATEGIC PLAN 2025 – 2030**

**Date of Tabling: 04 April 2025**



**defence**

Department:  
Defence  
REPUBLIC OF SOUTH AFRICA

## EXECUTIVE AUTHORITY STATEMENT



At the onset of this Strategic Plan, we as a nation extend our deepest condolences to the families of our soldiers who made the ultimate sacrifice in the Eastern Democratic Republic of Congo during the Southern African Development Community Mission. Their bravery in advancing peace and security on our continent reflects the highest ideals of service, and their legacy will endure in our nation's commitment to regional stability and human dignity. As we implement this Plan, we reaffirm our duty to honour their memory by ensuring the South African National Defence Force remains a force for good, grounded in constitutional values and unwavering solidarity with those who bear the weight of this loss.

The development of this Plan confronts a pivotal juncture: reconciling escalating military operational demands within acute fiscal constraints while advancing South Africa's sovereignty, contributing to regional and continental peace, stability, security and socio-economic imperatives. Guided by the National Development Plan 2030, the African Union's Agenda 2063, and the priorities of the 7<sup>th</sup> Administration, this Plan reaffirms our unwavering commitment to a defence force that is agile, ethical, and mission-ready.

I have unfortunately noted the adverse findings of the Auditor-General of South Africa, a direct reflection of leadership, administration, accountability and controls within the department. I am gravely concerned with the outcome of these findings. Audit outcomes note material irregularities ranging from financial losses, a lack of internal controls and irregular expenditure and procurement failures. These unacceptable outcomes for which I am now responsible and accountable in law, cannot continue unabated. I have become acutely aware of past and current organisational and structural pressures and shortcomings, disempowering the A/Secretary for Defence and the Chief of the South African National Defence Force that will require re-organisation and repositioning to ensure coherent command and control and appropriate governance and accountability. We must in no uncertain terms, demonstrate to our oversight institutions, assurance providers and stakeholders, that we are collectively committed to ensure departmental good governance, accountability and the timeous application of consequence management. Clearly articulated Ministerial direction addressing the latter matters was undertaken via a Ministerial Directive dated 27 August 2022, aimed at addressing these departmental challenges. I will initiate a consideration of this Directive as a priority matter to ensure the swift implementation thereof.

Our departmental results based approach framing the resourced performance requirements for the period of this plan, in the context of national, continental and international requirements, we will strive to collectively meet our departmental Impact Statement, informed by our constitutional and National Policy on Defence, Goal 3, *"Promote Peace and Security"*, through the promotion of strategic influence, peace and security regionally, continentally and in the world. Our Impact statement is as follows:

***"South Africa is defended and protected whilst promoting peace, security and stability in the Region, Africa and the World through an appropriately administered, resourced and sustained Defence function"***.

In order to make our Impact Statement a reality, we will pursue the following Outcomes; ***"Accountable and effective governance of the DOD to enhance civil control of the Defence function"*** and secondly, ***"An effective and sustainable DOD capacitated to execute mandated commitments"***. Dedicated performance indicators have been allocated to these Outcomes that will be monitored on a regular basis to ensure their sound execution and the realisation of our desired impact.

As we reconsider the national policy on defence, the South African Defence Review 2015, consideration will be given to the current and estimated fiscal realities, evolving national security requirements and the ability of the national fiscus to support such a revision, determining a revised level of ambition, a level that our country requires and is able to afford. Our initial revision Defence Review 2015, as required by the Commander-in-Chief, was submitted to the Head of the National Executive on 31 October 2024, for consideration and further engagement. A future defence and military capstone concept finalised for implementation over the Medium Term Development Plan period is envisaged to be promulgated as a second White Paper on Defence and Defence Strategy followed by the South African Military Strategy.

The South African National Defence Force's interventions in disaster relief and firefighting underscore our constitutional mandate to protect lives and infrastructure, yet climate crises, cyber threats, and regional instability demand the modernisation and sustainment of our defence force within a constrained budget allocation. This Plan prioritises our critical areas of focus that include the upgrading of identified and resourced prime mission equipment, sustaining a rapid deployment capability, undertaking border safeguarding across the domains of warfare that include land, air, sea, and cyberspace, promoting peace and security regionally and continentally in conjunction with the Southern African Development Community, the African Union, and the United Nations, and lastly, the conducting of humanitarian aid.

The Department of Defence will catalyse socio-economic progress by pursuing localising equipment manufacturing and expanding job opportunities within the defence-related industries, enabling the manufacturing of specified defence capabilities and undertaking defence-related technology development, able to create job opportunities and stimulate economic activity through export revenue generation.

During the period of this Plan, we will continue with targeted departmental initiatives in an effort to ensure departmental compliance with the National Treasury Compensation of Employees budget allocation ceiling. We are confident that government planning and budgeting institutions will also endeavour to find lasting solutions to the Compensation of Employees challenges faced by our organisation.

Our Transformation Management Plan will continue to advance inclusivity, ensuring women, youth, and persons with disabilities mirror the diversity of the society we serve through the accessing of career pathways and other opportunities. We shall continue to operationalise the National Strategic Plan on Gender-Based Violence from prevention to economic empowerment whilst pursuing high-impact initiatives that leverage military resources for rural agricultural development, directly supporting the 7<sup>th</sup> Administration's focus on poverty reduction.

Let us unite government, civil society, and the private sector in forging a defence force that embodies both capability and conscience. Our mandate is clear: "defend today, secure tomorrow".

I herewith endorse the Department of Defence Strategic Plan 2025 to 2030.



**(HONOURABLE MS M.A. MOTSHEKGA)**  
**MINISTER OF DEFENCE AND MILITARY VETERANS, MP**

**DATE: 27 March 2025**

## ACCOUNTING OFFICER STATEMENT



With great responsibility and commitment, and in support of the Executive Authorities' vision and associated priorities, I submit this Plan for the 2024-2029 Medium Term Development Plan. This Plan represents a critical step in operationalising support of the 7<sup>th</sup> Administration's strategic priorities of; inclusive growth and job creation, poverty reduction, and tackling the high cost of living, and finally, building a capable, ethical, and developmental state. As the Acting Secretary for Defence and Accounting Officer, I am mandated to advise and support the Minister in terms of defence policy and other matters as determined by the Minister whilst enabling the Minister to enhance civil control. I remain committed to the execution of the requirements of this legislative mandate for which I remain accountable.

This Medium Term Development Plan period will see the reconsideration of identified Chapters of the national policy on defence, the Defence Review 2015, ensuring this Policy is framed within the current and projected fiscal realities, national security requirements and the ability of the national fiscus to support such a level of ambition, a level that our country requires and is able to afford.

Defence diplomacy initiatives will continue to be pursued to build trust, foster partnerships, and prevent conflicts by promoting transparency, facilitating military collaboration, and supporting democratic governance in armed forces, collectively promoting regional stability and crisis prevention.

The Department enters this Medium Term Development Plan amidst a constrained fiscal environment characterised by declining per capita income, slow economic growth, and rising debt-service costs. These realities have led to significant and continued reductions in our baseline budget allocation, while operational demands on the South African National Defence Force continue unabated. Over the previous planning period, the Department successfully maintained critical operations such as border safeguarding, peacekeeping missions, disaster response, and support to civil authorities during emergencies. Despite financial constraints, we have also made progress in implementing the Mobility Exit Mechanism to rejuvenate human resource component whilst we remain cognisant of persistent Compensation of Employee challenges.

We have however not made the intended progress in addressing matters of governance and internal controls as noted by Parliament and our external assurance provider, the Auditor General of South Africa. The strengthening of our governing bodies as established in law and other departmental internal governing and management bodies, underpinned by senior leadership of the department, will be expected to execute their mandate with diligence and purpose. These efforts are to ensure the strengthening of our governance, risk management and internal controls, eliminating inefficiencies and enhancing accountability across all levels of the Department.

The digital transformation of the department's Information, Communication and Technology systems as a strategic enabler, continues to not receive the attention that is urgent required through the finalisation of a Department of Defence Enterprise Architecture, providing an integrated strategic framework aligning our business processes, technology, and data, enhancing departmental efficiency, effectiveness and legislative compliance. During the period of this Plan, this matter will receive the attention that it requires.

Throughout our functions, we remain committed to supporting gender equality, youth empowerment, and inclusivity through ongoing departmental gender-responsive initiatives, targeted recruitment, training programs, and community outreach initiatives.

With great responsibility and commitment, and in support of the Executive Authorities' vision and associated priorities, I submit this Plan for the 2024-2029 Medium Term Development Period. This Plan represents a critical step in operationalising support enabling the 7<sup>th</sup> Administration's priorities of inclusive growth, poverty reduction, and tackling the high cost of living, as well as building a capable, ethical, and developmental state. As the Acting Secretary for Defence, I am entrusted with ensuring that the Department operates within prevailing legislative requirements while upholding the principles of good governance, accountability, and transparency.

We have however not made the intended progress in addressing matters of internal controls and outcomes of our assurance providers. Looking ahead, this Plan outlines both our commitment and approach to addressing these shortfalls identified by both external and internal assurance providers. The Department will address these shortfalls using a Risk-Based Audit Plan, corrective action plans and enhanced oversight structures. These efforts will ensure that we strengthen internal controls, eliminate inefficiencies, and enhance accountability across all levels of the Department.

The integrated digitisation of the Department of Defence's Information Communications Technology system, strategically directed by the Department of Defence Enterprise Architecture, will provide an integrated strategic framework aligning our business processes, technology, and data, enhancing departmental efficiency, effectiveness.

Throughout our functions, we remain committed to supporting gender equality, youth empowerment, and inclusivity through ongoing departmental gender-responsive initiatives, targeted recruitment, training programs, and community outreach initiatives.

Defence diplomacy initiatives will continue to be pursued to build trust, foster partnerships, and prevent conflicts by promoting transparency, facilitating military collaboration, and supporting democratic governance in armed forces, collectively promoting regional stability and crisis prevention.

In closing, I wish to acknowledge the unwavering support of the Minister of Defence and Military Veterans for steering the Department toward achieving its strategic objectives. I also extend my gratitude to all members of the South African National Defence Force and civilian personnel for their dedication to serving our nation under challenging conditions. As we implement this Plan, I reaffirm my commitment to ensuring that the Department fulfils its constitutional and legislative mandate with integrity and professionalism.

I herewith confirm that this Department of Defence Strategic Plan 2025 to 2030 will be implemented in the Department of Defence as from 01 April 2025.



**(DR T. GAMEDE)**  
**ACTING SECRETARY FOR DEFENCE: DEPUTY DIRECTOR-GENERAL**

**DATE: 27 March 2025**

## CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE INTRODUCTION



The world stands at a critical juncture, defined by evolving geopolitical tensions, complex multilateral engagements, and an economic landscape demanding resilience from the citizens of the democratic State and security situation characterised by volatility. Conflicts in both the conventional and asymmetric domains continue to challenge global stability, whilst technological advancements redefine the character of warfare and security.

Nations are navigating an era of heightened competition and cooperation, where military capability is not just about deterrence but also about strategic influence in a rapidly shifting global village. As the South African National Defence Force, we stand as the cornerstone of our nation's sovereignty and security and serve as a key instrument of government policy.

Our role as the South African National Defence Force extends beyond homeland defence – we are active participants in shaping regional stability, supporting continental security mechanisms, and upholding South Africa's commitments to international peace and security.

Aligned with the National Development Plan 2030 and the strategic vision of the 7<sup>th</sup> Administration's Government of National Unity, the South African National Defence Force remains steadfast in its commitment to national development and security. The South African National Defence Force supports one of the key pillars of the newly crafted Medium Term Development Plan, namely '*Build a Capable, Ethical, and Developmental State*,' and we therefore uphold the highest standards of professionalism, accountability, and service excellence. Our mandate extends beyond defence; we are an enabler of national resilience, contributing to stability, economic growth, and the well-being of our people through a disciplined, combat-ready force.

The sacrifices of our soldiers must never be forgotten. From the brave troops who stood resolutely in the Central African Republic of the Congo to the fourteen courageous warriors who recently lost their lives in the Democratic Republic of the Congo, we salute their supreme bravery and steadfast commitment. Their legacy is imprinted into the very fabric of our military history. The South African National Defence Force also recognises those who have been injured, and who bear both visible and unseen scars as they embark on their journey to recovery and health. We keep them in our prayers and are reminded daily that they are a source of inspiration to all fellow soldiers. Our deepest respect extends to their families, whose sacrifice and support are integral to the strength of our military family. Together, we honour their service, their resilience, and their enduring contribution to the mission we continue to carry forward. Their courage and dedication should remind us that the price of peace is often paid in blood. As we honour their memory, we must renew our commitment to excellence in force preparation, and by executing our duties with zeal and standing ever-ready to defend our nation.

In an era of hybrid warfare, where conflicts transcend conventional battlefields and extend into cyber, space, economic, and information domains, the South African National Defence Force must remain adaptive, agile, and mission-ready. Our defence ecosystem must be strategically aligned to integrate trailblazing and game-changing capabilities with robust logistical support to sustain operations effectively. The strength of our military lies not only in our equipment but in the professionalism and leadership of our commanders, leaders who must embody integrity, inspire excellence, and cultivate the next generation of warriors. As we face evolving threats, our duty is simple and clear: we must modernise, innovate, and ensure that the South African National Defence Force remains a formidable force with gravitas at home and abroad.

In fulfilling our mandate, we recognise the realities of fiscal constraints and the necessity for austerity and frugality in managing our resources. Every allocation must be optimised to ensure maximum operational effectiveness whilst upholding financial discipline. The South African National Defence Force as an essential part of the Department of Defence has among other efficiency activities given attention to the interface necessary with the government's cluster system especially the Justice, Crime Prevention and Security and International Cooperation, Trade and Security Clusters. Through the security cluster collective the ailing conditions of the country's military capabilities are likely to be addressed by the Executive leadership of the Republic.

The Auditor-General of South Africa has highlighted areas for improvement, and we remain committed to decisive action in addressing audit findings, strengthening governance, and enhancing accountability. The South African National Defence Force and the Department of Defence have re-activated the Audit Management Team which has, in the past proven competent to manage audit issues and corresponding remedial actions efficiently. Against the weight of the Audit Management Team a combined assurance framework will streamline the activities of the armed forces and the department to an audit qualification-free dispensation in the near future.

The South African National Defence Force welcomes the migration of Denel into the Department of Defence and cognisant of its potential and weaknesses. We are equally mindful of the vast potential that lies with the broader defence industry as proven design, manufacturing and production authorities in all domains of warfare including unmanned combat systems, air defence systems and long strike capabilities and the positive relationship between these capabilities and the needs of the South African National Defence Force.

The South African National Defence Force fully embraces the government's transformation agenda, ensuring that our force structure, policies, and leadership development reflect the principles of inclusivity, equity, and national development.

As Chief of the South African National Defence Force, I have set clear focus areas for the next Medium-Term Expenditure Framework cycle, with full cognisance that our goals for the next period require dedicated planners who are the torchbearers of our vision, and who should continue to give strategic support and guidance to our commanders, who must in turn lead with conviction and a sense of pride.

Now is the time to move from strategy to execution, embodying the principles of the South African National Defence Force Long-Term Capability Development Plan, also known as our '*Journey to Greatness*' Plan. At the centre of the Journey to Greatness Plan is the border safeguarding optimisation plan to seal the borderline in the land, air and maritime environments, the establishment of the rapid deployment capability for homeland defence and regional security, disaster aid and relief capabilities, support to troops in deployment and major exercises and the ethos of 'soldier first'. Implementation is our next frontier, and at its core lies our greatest asset, namely our people. Investing in human capital is not an option but a necessity. By cultivating the right talent, strengthening leadership, and driving transformation, we will propel the South African National Defence Force and South Africa's broader development agenda forward with purpose and resolve. It is the historic duty of the leadership of the Republic to find creative mechanisms to fund the military instrument of government. I will do my best within the appropriated vote.

I herewith confirm that this Department of Defence Strategic Plan 2025 to 2030 will be implemented in the South African National Defence Force as from 01 April 2025.



**(R. MAPHWANYA)**

**CHIEF OF THE SOUTH AFRICAN NATIONAL DEFENCE FORCE: GENERAL**

**Date: 27 March 2025**

## OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

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



**(MR E. ABOTSI)**  
**ACTING CHIEF FINANCIAL OFFICER:**  
**CHIEF DIRECTOR**

**Date: 27 March 2025**



**(MR N.C. SENDALL)**  
**ACTING CHIEF DEFENCE POLICY,**  
**STRATEGY AND PLANNING: CHIEF**  
**DIRECTOR**

**Date: 27 March 2025**



**(F.M. RAMANTSWANA)**  
**CHIEF OF STAFF SOUTH AFRICAN**  
**NATIONAL DEFENCE FORCE:**  
**LIEUTENANT GENERAL**

**Date: 27 March 2025**



**(R. MAPHWANYA)**  
**CHIEF OF THE SOUTH AFRICAN**  
**NATIONAL DEFENCE FORCE: GENERAL**

**Date: 27 March 2025**



**(DR T. GAMEDE)**  
**ACTING SECRETARY FOR DEFENCE:**  
**DEPUTY DIRECTOR-GENERAL**

**Date: 27 March 2025**



**(M.A. MOTSHEKGA)**  
**MINISTER OF DEFENCE AND MILITARY**  
**VETERANS, MP**

**Date: 27 March 2025**

## GLOSSARY

List of abbreviations used in this Plan.

### A

AAC	Armament Acquisition Council
AGSA	Auditor-General of South Africa
AMC	Accountability Management Committee
AMF	Accountability Management Forum
AO	Accounting Officer
AOP	Annual Operational Plan
APP	Annual Performance Plan
Armscor	Armaments Corporation of South Africa
AU	African Union

### B

BBBEE	Broad-Based Black Economic Empowerment
BMA	Border Management Authority
BRICS	Brazil, Russia, India China
BSOP	Border Safeguarding Optimisation Plan

### C

CAE	Chief Audit Executive
CCB	Castle Control Board
CDPSP	Chief Defence Policy, Strategy and Planning
CFO	Chief Financial Officer
CHR	Chief Human Resource
CiC	Commander-in-Chief
CMIS	Command Management Information Systems
CoE	Compensation of Employees
COGTA	Department of Cooperative Governance and Traditional Affairs
COTS	Commercial of the Shelf

COVID	Coronavirus Disease
CRAM	Compliance Risk Assessment Management
C SANDF	Chief of the South African National Defence Force
CSF	Critical Success Factors
CGIF	Country Gender Indicator Framework

## D

Def Sec	Defence Secretariat
DENEL	Detonics, Numerous, Electronics
DERI	Defence Evaluation and Research Institute
DFFE	Department of Forestry, Fisheries and the Environment
DFSC	Defence Force Service Commission
DIRCO	Department of International Relations and Cooperation
DISA	Defence Information System Agency
DOD	Department of Defence
DODI	Department of Defence Instruction
DPE	Department of Public Enterprises
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
DSCC	Defence Sector Charter Council

## E

EEZ	Exclusive Economic Zone
EISP	Employee Initiated Severance package
ETD	Education, Training and Development

## F

FOSAD	Forum of South African Directors-General
FMS	Financial Management System
FY	Financial Year

## G

G20	Group of Twenty
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GITO	Government Information Technology Officer
GNU	Government of National Unity
GRC	Governance, Risk and Compliance
GRPBMEAF	Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework

## H

HR	Human Resource
HOD	Head of Department
HDI	Historical Disadvantaged Individuals

## I

IBMS	Integrated Border Management Strategy
ICAO	International Civil Aviation Organisation
ICT	Information and Communication Technology
ICTS	International Cooperation, Trade and Security Cluster
IDES	Integrated Defence Enterprise System
IE	Irregular Expenditure
IFMS	Integrated Financial Management System
IP	Intellectual Property
IPAP	Industrial Policy Action Plan

## J

JCPS	Justice, Crime Prevention and Security Cluster
JFE	Joint Force Employment

## K

KRA            Key Result Area

## L

LOAC           Law of Armed Conflict

## M

MEM           Mobility Exit Mechanism  
 MODD          Minister of Defence Directive  
 MOD&MV       Minister of Defence and Military Veterans  
 MOU           Memorandum of Understanding  
 MRI            Master Record Index  
 MSDS          Military Skills Development System  
 MSS            Maritime Security Strategy  
 MTDP          Medium-Term Development Plan  
 MTEF          Medium-Term Expenditure Framework  
 MTSF          Medium-Term Strategic Framework

## N

NACH           National Anti-Corruption Hotline  
 NATJOINTS    National Joint Operations and Intelligence Structures  
 NCO            Non-Commission Officer  
 NDP            National Development Plan, “Vision 2030”  
 NDIC           National Defence Industry Council  
 NICOC          National Intelligence Coordinating Committee  
 NGP            National Growth Path  
 NSDF          National Spatial Development Framework  
 NSG            National School of Government  
 NT              National Treasury

**P**

Op	Operation
OPA	Opening of Parliament Address

**P**

PFMA	Public Finance Management Act, 1999 (Act No. 1 of 1999)
POA	Programme of Action
PPP	Public Private Partnership
PPGI	Public Private Government Initiative
PROVJOINTS	Provincial Joint Operational and Intelligence Structures
PSAP	Public Service Act Personnel

**Q**

QPR	Quarterly Performance Report
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**R**

RBM	Results-Based Model
RDC	Rapid Deployment Capability
R&D	Research and Development
RFC	Reserve Force Council
RISDP	Regional Indicative Strategic Development Plan
RSA	Republic of South Africa

**S**

SA	South Africa
SADC	Southern African Development Community
SAMHS	South African Military Health Support (Budget Programme) / South African Military Health Service (DOD Macro-structure)
SANDF	South African National Defence Force
SAPS	South African Police Service

SAMIM	South African Mission in Mozambique
SASSETA	Security Sector Education and Training Authority
SCAMP	Strategic Capital Acquisition Master Plan
SCM	Supply Chain Management
SDG	Sustainable Development Goal
Sec Def	Secretary for Defence
SITA	State Information Technology Agency
SMME	Small, Medium and Micro Enterprises
SOE	State Owned Entity
Sol	Statement of Intent
SONA	State of the Nation Address
SPCHD	Social Protection, Community and Human Development
SPF	Strategic Planning Framework
SPLUMA	Spatial Planning and Land Use Management Act
STI	Science Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats

## T

TDMP	Technology Development Master Plan
------	------------------------------------

## U

UAMP	User Asset Management Plan
UN	United Nations
UAV	Unmanned Aerial Vehicles

## W

WEF	World Economic Forum
WYPD	Women Youth People with Disabilities

## Y

YLDP	Youth Leadership Development Programme
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# INTRODUCTION

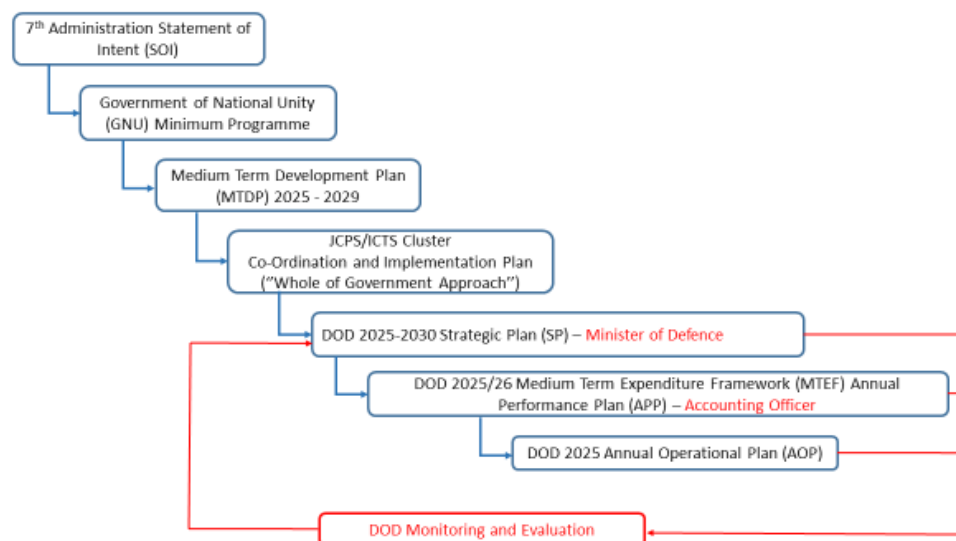
## 7<sup>TH</sup> ADMINISTRATION 2024 – 2029

The outcome of the 29 May 2024 General Elections led to the establishment of a Government of National Unity (GNU). The GNU is guided by a Statement of Intent (Sol), which outlines its fundamental principles and a Minimum Programme of Priorities.

On 10 June 2024, as well as 11 July 2024, the Forum of South African Directors-General (FOSAD) approved the draft Medium-Term Development Plan (MTDP) as a proposal for the first GNU Cabinet Lekgotla's review. During the Cabinet Lekgotla held from 13 to 14 July 2024, a Minimum Programme of Priorities was agreed upon, with approval to develop the draft MTDP 2024-2029 into a more comprehensive plan. This MTDP will serve as the government's 5-year plan, 2024-2029, and as the implementation framework for the National Development Plan (NDP): Vision 2030.

The planning process for the MTDP has included a shift in approach from the Medium-Term Strategic Framework (MTSF) 2019-2024 to the MTDP 2024-2029 as the implementation vehicle of the NDP and to align with international best practices in naming conventions. The development of the MTDP included the analyses of the current development context using reports that include, amongst others, the Department of Planning, Monitoring and Evaluation (DPME) 30-Year Review, the NDP 10-Year Review, and the Indlulamithi Scenarios 2035, along with feedback from various strategic sessions and steering committees as outlined in **Figure 1**. Following the President's Opening of Parliament Address (OPA) on 18 July 2024, the three Strategic Priorities for the 7th Administration were confirmed.

These MTDP priorities are supported by specific interventions and targets. The MTDP will remain closely aligned with the goals and objectives of the NDP and the Programme of Priorities outlined by the GNU. However, with a stronger emphasis placed on achieving tangible development outcomes, and positioning itself as a strategic economic plan aimed at addressing South Africa's pressing socio-economic challenges.



**Figure 1: Alignment of National and Departmental Imperatives**

Moreover, the MTDP adopts a focused approach by streamlining the number of interventions, enabling a clearer concentration on high-impact areas. This refined plan features a robust results framework, providing measurable targets and indicators that will guide and assess the progress of the 7<sup>th</sup> Administration in realising its priorities.

### **FUNDAMENTAL PRINCIPLES OF THE 7<sup>TH</sup> ADMINISTRATION STATEMENT OF INTENT (SOI) AND 2024 – 2029 MTDP**

The fundamental principles agreed to by the GNU, that inform the development of this Department of Defence (DOD) Strategic Plan 2025-2030, hereafter referred to as “Plan”, are as follows:

- Respect for the Constitution and the Rule of Law.
- Promote non-racialism and non-sexism.
- Promote social justice, redress, and equity, and alleviate poverty.
- Human dignity and progressive realisation of socio-economic rights.
- Accountability, transparency, and community participation.
- Integrity and good governance.
- Evidence-based policy and decision-making.

### **GNU MINIMUM PROGRAMME OF PRIORITIES**

The Minimum Programme of Priorities agreed to by the GNU that inform the MTDP 2024-2029 and, where relevant, this Plan are as follows:

- Rapid, inclusive and sustainable economic growth, the promotion of fixed capital investment and industrialisation, job creation, transformation, livelihood support, land reform, infrastructure development, structural reforms and transformational change, fiscal sustainability, and the sustainable use of our national resources and endowments. Macro-economic management must support national development goals in a sustainable manner.
- 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.
- Stabilising local government, effective cooperative governance, the assignment of appropriate responsibilities to different spheres of government and review of the role of traditional leadership in the governance framework.
- Investing in people through education, skills development and affordable quality health care.
- 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.
- Strengthening law enforcement agencies to address crime, corruption and gender-based violence, as well as strengthening national security capabilities.

- Strengthening the effectiveness of Parliament in respect of its legislative and oversight functions.
- Strengthening social cohesion, nation-building and democratic participation, and undertaking common programmes against racism, sexism, tribalism and other forms of intolerance.
- Foreign policy based on human rights, constitutionalism, the national interest, solidarity, peaceful resolution of conflicts, to achieve the African Agenda 2063, South-South, North-South and African cooperation, multilateralism and a just, peaceful and equitable world.”

### **DOD DELIVERABLES 2025-2030 ALIGNED WITH THE 7<sup>TH</sup> ADMINISTRATION MTDP 2024-2029 STRATEGIC PRIORITIES**

Emanating from the Minimum Programme of Priorities, three MDTP Strategic Priorities have been confirmed which the Department of Defence (DOD) will endeavor to support, are as follows:

- **Strategic Priority 1: Inclusive growth and job creation.** This Priority aims to place inclusive economic growth and job creation at the forefront of its agenda. This involves pursuing actions that contribute to sustainable and rapid economic growth while removing obstacles that hinder such growth. The focus is on ensuring that economic growth is inclusive and transformational, supporting the redistribution of wealth and opportunities. This priority emphasises empowering marginalised groups thereby enabling their full participation in the economy.
  - The DOD will indirectly support this Priority by leveraging defence-related research and development initiatives to stimulate innovation, rebuild the defence industry, create employment opportunities, modernise defence capabilities and generate export revenues.
- **Strategic Priority 2: Reduce Poverty and tackle the high cost of living.** This Priority focuses on implementing a comprehensive poverty alleviation strategy to provide protection and support to the most vulnerable in society.
  - The DOD will indirectly support this Priority through development, upliftment and self-sustainment of local communities through high impact projects, with an emphasis on women, youth, people with disabilities, contributing to the developmental agenda of government and sustainment of the SANDF.
- **Strategic Priority 3: Build a capable, ethical and developmental state.** This Priority aims to build a capable, ethical, and developmental state by professionalising the public service and attracting skilled individuals with integrity into state roles. Efforts will be made to fight corruption and prevent undue political interference in state administration. The 7<sup>th</sup> administration plans to restore the financial position and operational performance of state-owned enterprises through a new centralised ownership model to improve accountability, transparency, and governance. This priority also involves fostering strong leadership, improving governance and accountability, and engaging citizens and stakeholders to build public trust and legitimacy.

The DOD's contribution to the MTDP 2024-2029 is as follows:

**Table 1: DOD Contribution to MTDP Strategic Priority 3**

Outcome	Outcome Indicators	Outcome Baselines	Outcome Targets 2029/30	Strategic Interventions	Intervention Indicators	Intervention Indicator Baseline	Mid-Term Targets	End-Term Targets	RBM Link-age
JCPS CLUSTER CONTRIBUTION									
Effective Border Security.	Reduction in incidences of National Security Threat.	22 landward subunits deployed on border safeguarding per year.	SA borders through air, land and maritime, effectively defended, protected and safeguarded .	Ensure effective Border Optimisation (Air, Land, Maritime) to limit transnational crime and promote regional trade and the legal movement of people.	Percentage implementation of the Border Safeguarding Optimisation Plan.	New Indicator.	50% Implementation.	100% Implementation.	C2.
		22 landward subunits deployed on border safeguarding per year.		Ensure effective Land Border safeguarding Optimisation to limit transnational crime and promote regional trade and the legal movement of people.	Number of landward subunits deployed on border safeguarding per year.	15 landward subunits deployed on border safeguarding per year.	15 landward subunits deployed on border safeguarding per year.	15 landward subunits deployed on border safeguarding per year.	C2.
		New indicator.		Ensure effective Air Border safeguarding Optimisation to limit transnational crime and promote regional trade and the legal movement of people.	Percentage of air border patrols conducted per year.	New indicator.	100% air border patrols conducted.	100% air border patrols conducted.	C2.
JCPS DEPARTMENTS WHERE THE DOD IS NOT A LEAD DEPARTMENT									
Effective Border Security.  (Border Management Authority, Department of Home Affairs, South African Police Service, Department of Defence and South African Revenue Service)	Number of ports of entry with Biometric Movement Control Systems (BMCS) implemented .	Technologically secure traveller processing at all ports of entry.	Automated port of entry procedures using biometrics at all ports of entry.	Biometric functionality at all ports of entry.	Number of ports of entry with biometric movement control systems (BMCS) implemented.	New indicator.	10 international airports with biometric movement control systems (BMCS) implemented.	52 land and 9 seaports with biometric movement control systems (BMCS) implemented.	C2.
Effective Border Security.  (Department of Forestry, Fisheries and the Environment, South African Navy, South African Police Service, SA National Biodiversity Institute, Department of International Relations, and	National Integrated Strategy to Combat Wildlife Trafficking implemented .	Approved National Integrated Strategy to Combat Wildlife Trafficking.	Year 5 National Integrated Strategy to Combat Wildlife Trafficking initiatives implemente d.	Strengthened protection and sustainable management of South Africa's EEZs and Antarctica, with a significant reduction in illicit wildlife activities.	National Integrated Strategy to Combat Wildlife Trafficking implemented.	Approved National Integrated Strategy to Combat Wildlife Trafficking.	Year 2 National Integrated Strategy to Combat Wildlife Trafficking initiatives implemented.	Year 5 National Integrated Strategy to Combat Wildlife Trafficking initiatives implemented.	C2.

Outcome	Outcome Indicators	Outcome Baselines	Outcome Targets 2029/30	Strategic Interventions	Intervention Indicators	Intervention Indicator Baseline	Mid-Term Targets	End-Term Targets	RBM Link-age
Cooperation (SAN Parks)									
Effective Border Security.  Department of Forestry, Fisheries and the Environment, Coastal provinces, Relevant coastal municipalities and metros, Marine Living Resources Fund, South African Police Services, South African Navy, Transnet and National Ports Authority)	Proclaimed fishing harbours operational.	12 proclaimed fishing harbours.	12 operational fishing harbours.	Revitalising harbours and unlocking economic opportunities for coastal communities.	Number of operational fishing harbours.	12 proclaimed fishing harbours.	12 operational fishing harbours.	12 operational fishing harbours.	C2.
Secured Cyber Space.  (State Security Agency, Department of Justice and Constitutional Development, Department of Defence, SA Police Services, National Prosecuting Authority - All JCPS Departments)	A secured Cyber space enabling safe transacting for the state and its citizen.	Full implementation of Cybersecurity law.	Government -led, coherent and integrated cybersecurity approach.	Government-led, coherent and integrated cybersecurity approach.	Number of cyber-attacks/incidences in the country reduced.	National Cybersecurity Policy Framework (NCPF).	Building capabilities and capacity for cybersecurity.  National Cybersecurity Strategy developed and implemented.  Cybersecurity law enacted.  Centralised reporting and management of cyber incidences.	Full implementation of Cybersecurity Act.	C2.
<b>ICTS CLUSTER CONTRIBUTION</b>									
Enhanced peace and security in Africa.	Percentage compliance with the defence mandated commitments as resourced.	100%.	100%.	Promote peace, security, democracy and socioeconomic development in SADC and other parts of the continent.	Percentage Compliance with the Southern African Development Community (SADC) Standby Force Pledge per year.	100% compliance.	100% compliance.	100% compliance.	C2.
				Support Chapter 6 (Aspiration 4) of the Agenda 2063, namely "a peaceful and secure Africa" through the resourced provision of mission-ready defence capabilities, enabling the conducting of ordered Defence commitments	Percentage compliance with number of external operations conducted per year.	100% compliance.	100% compliance.	100% compliance.	C2.

Outcome	Outcome Indicators	Outcome Baselines	Outcome Targets 2029/30	Strategic Interventions	Intervention Indicators	Intervention Indicator Baseline	Mid-Term Targets	End-Term Targets	RBM Link-age
				(external operations).					
	Number of maritime patrols in compliance with the defence mandated commitments as resourced.	3.	4.	<sup>1</sup> Protection of South Africa's Coastal Environment and Maritime living resource crimes and maritime crimes through the SA Navy's Maritime Deployments in the Exclusive Economic Zone (Operation CORONA).	Number of maritime coastal patrols conducted per year.	4 maritime coastal patrols conducted per year	10 maritime coastal patrols conducted. (per year) <sup>2</sup>	20 maritime coastal patrols conducted (per year) <sup>3</sup>	C2.

## 7<sup>TH</sup> ADMINISTRATION CRITICAL SUCCESS FACTORS

The following Critical Success Factors (CSFs) will underpin the successful implementation of the MTDP and the development of this Plan in order to inform, amongst others, the allocation of departmental resources.

**Table 2: 7<sup>th</sup> Administration Critical Success Factors**

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
1	Whole of government approach.	A “whole of government approach” is required to support the implementation of the MTDP, improving coordination and implementation across all spheres of government is required.	<ul style="list-style-type: none"> <li>Engagement with identified DOD stakeholders (Parliament, DPME, NT, AGSA, (Auditor-General South Africa (AGSA) Department of Public Service and Administration (DPSA), Cluster system) in the best interest of national and departmental priorities and legislative compliance.</li> <li>The DOD will continue to contribute to intergovernmental coordination by virtue of its participation in intergovernmental</li> </ul>	Programme 1: Administration.	Sub-Programme: Ministry.  Sub-programme: Departmental Direction (Secretary for Defence).  Sub-programme: Financial Administration (Def Sec).  Sub-programme: Military Policy,	Percentage adherence to the DOD Master Record Index (MRI) for Policies.  Percentage adherence to the DOD MRI for Strategies.  Percentage adherence to the DOD MRI for Plans.  Compliance to Defence Related Cluster Requirements.

<sup>1</sup> DOD requested the Clusters and DPME to include this intervention in the JCPS Cluster (Effective Border Security, in order to address air, land and maritime) prior to the finalising of the MTDP and submission to Cabinet for approval.

<sup>2</sup> DOD requested the Clusters and DPME to remove “per year” prior to the finalising of the MTDP and submission to Cabinet for approval.

<sup>3</sup> DOD requested the Clusters and DPME to remove “per year” prior to the finalising of the MTDP and submission to Cabinet for approval.

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
			structures. The DOD is part of three core Cluster Departments ie. (1) International Cooperation, Trade and Security (ICTS); (2) Justice, Crime Prevention, Peace and Security (JCPS) and (3) Social Protection, Community and Human Development (SPCHD). By actively engaging in these clusters, the DOD enhances interdepartmental coordination and integration, leading to improved planning and service delivery. This collaborative approach allows the DOD to effectively address complex national issues, strengthen public safety, promote international relations, and ultimately contribute to a better quality of life for South Africans through cohesive governance.		Strategy and Planning Office (SANDF).	
2	Strengthened Presidency for coordination.	The Presidency will be strengthened to ensure that there is effective coordination of policy, planning and implementation from the centre of government. This includes managing agenda setting and reform of the cluster system to improve its effectiveness. The centre also needs to ensure that there is effective intergovernmental coordination.	<ul style="list-style-type: none"> <li>The DOD will continue to contribute to intergovernmental coordination by virtue of its participation in intergovernmental structures eg Clusters.</li> <li>The DOD will continue to align and institutionalise internal policy, strategy, planning and implementation through departmental directives and guidelines, thereby enabling the Executive Authority to account to Parliament.</li> </ul>	Programme 1: Administration.	Sub-programme: Policy and Planning.	<p>Percentage adherence to the DOD Master Record Index (MRI) for Policies.</p> <p>Percentage adherence to the DOD MRI for Strategies.</p> <p>Percentage adherence to the DOD MRI for Plans.</p> <p>Percentage compliance with Cluster Requirements.</p>

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
3	Effective organisational structures.	Organisational structures of institutions need to be reformed to improve delivery and execution and remove duplication. This includes ensuring a clear delineation of roles and responsibilities, rationalising and streamlining public entities, and re-engineering business processes.	<ul style="list-style-type: none"> <li>Continue the organisational restructuring of the DOD organisation in accordance with Accounting Officer approved restructuring charter dated 19 June 2023, aimed at ensuring coherent command and control and appropriate governance and accountability requirements, aligned to the future defence policy concept.</li> <li>The reconfiguration will include the re-positioning of Denel to the DOD as a 2023 National Machinery of Government (NMOG) determination.</li> </ul>	Programme 1: Administration.	Sub-programme: Policy and Planning.	<p>Percentage compliance to DPSA Directive (Organisational structure).</p> <p><b>Phase 1:</b> The DOD Macro structuring phase (Financial Year (FY) 2025/26).</p> <p><b>Phase 2:</b> The DOD Micro structuring phase (FY2026/27 to 2028/29).</p> <p><b>Phase 3:</b> The DOD Structure implementation phase (FY2029/30 onwards).</p>

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
4	Economic structural reforms.	Continue the economic structural reform programme across the network sectors to support inclusive growth, increased competition, creating conditions to ramp up private and public investment and creating conditions for employment growth.	<ul style="list-style-type: none"> <li>Undertaking defence-related Research and Development (R&amp;D).</li> <li>Technology Development programmes through Defence Research Institutes will be pursued to identify capabilities for development and acquisition, enabling modern prime mission equipment and associated doctrines.</li> <li>Reviewing and Implementing the Defence Industry Policy, Strategy that repositions and rebuilds the Defence and Defence-related Industry in a manner that enhances the Sovereignty of the Republic. The 2020 Gazetted Defence Industry Strategy was reviewed during the previous MTSF period. For the period of this plan the Defence Industry Strategy will be consulted with identified stakeholders for final inputs and submission for approval.</li> </ul>	Programme 1: Administration.	Sub-programme: Acquisition Services and Management of Denel.	<p>Percentage of Capability and Technology programmes established with the defence industry.</p> <p>(This indicator includes R&amp;D funding through the Defence Evaluation and Research Institutes [DERI]).</p> <p>Responsibility of Armscor: Percentage adherence to the DOD MRI for Strategies (Defence Industry Strategy Status).</p>
5	Stable local government.	The delivery performance of local government needs to be strengthened. This will require a review of the policy and legislative framework with the aim of strengthening local government and	Not applicable.	Not applicable.	Not applicable.	Not applicable.

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
		enabling it to play its role.				
6	Improved Stated Owned Entity (SOE) performance.	The performance of State Owned Enterprises (SOEs) needs to be improved, including dealing with governance, funding and delivery challenges. Oversight departments should ensure alignment with policy objectives. SOEs should be reformed to fulfil their developmental mandate and strategic purpose.	<ul style="list-style-type: none"> <li>Enhance Executive Authority oversight of Public Entities and Organs of State reporting to the Executive Authority as a component of the DOD restructuring process.</li> <li>Enhancing the efficiency of defence-related SOEs through ensuring alignment with defence outputs as concluded in the established "Compact/s" concluded between the Executive Authority and the respective SOEs (Armaments Corporation of South Africa [Armcor] and Denel).<sup>4</sup></li> <li>Technical evaluation conducted in relation to the accountability documents (Strategic and Annual Performance Plans) there ensuring alignment with departmental imperatives.</li> <li>As part of the Armcor Corporate Plan 2025/26 Medium Term Expenditure Framework (MTEF).</li> </ul>	Programme 1: Administration.  (Sub-programme Acquisition Services and Management of Denel).	Sub-programme: Policy and Planning.	<p>Percentage compliance to DPSA Directive (Organisational structure).</p> <p>Concluded compacts established between the Executive Authority and the respective entities (Armaments Corporation of South Africa [Armcor] and Denel).</p> <p>Percentage of Technical Evaluation process completed.</p>

<sup>4</sup> On 30 June 2024, the President of the RSA made an announcement pertaining the configuration of the government departments. The configuration has resulted into the abolishment of the Department of Public Enterprises (DPE) and led to the President assigning the MOD&MV the function and responsibilities of the Executive Authority and Shareholder Representatives for the government with Denel SOC Ltd. This configuration has resulted in the transfer of Denel's oversight functions and its concomitant resources to the DOD, as a policy line function Department. To ensure transfer of the oversight function of Denel from the DPE to the DOD, the MOD&MV approved a Ministerial Directive "Joint submission on the Transfer of the Oversight Functions, Staff and Concomitant Resources from the DPE to the DOD" – DOD/DS/R/508/8 – NMOG on 19 December 2024. The Minister of Public Service and Administration has determined on 30 Jan 2025, that the staff and concomitant resources be transferred from DPE to the DOD wef 01 April 2025. MPSA concurs with the start-up Structure, post establishment and post levels.

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
			<p>(Ensure that the Stakeholder Compact is revised, between the Armscor Board of Directors and MOD&amp;MV, on an annual basis).</p> <ul style="list-style-type: none"> <li>○ Appointment of the Armscor Board.</li> <li>○ Approval of the Compact Agreement with Armscor.</li> </ul>			
7	Integrated crime and violence strategy.	Accelerating the integrated strategy is needed to deal with crime and violence that continue to impact community safety and business confidence. This requires strong coordination across the criminal justice value chain, from investigation to prosecution and correctional services.	The DOD may be called upon to support the South African Police Service (SAPS) and other government departments (Internal Operations).	Programme 2: Force Employment.	Sub-programme: Support to the People.	Percentage compliance with number of internal operations conducted per year.
8	Mainstream red tape reduction.	Departments need to prioritise red tape reduction, including removing unnecessary administrative requirements, improving processes and reducing duplication to enhance efficiency.	<ul style="list-style-type: none"> <li>• During the period of this plan, the development and approval of the DOD Enterprise Architecture, will strategically direct integrated defence systems, able to interface with each other thereby enhancing data integrity, credibility and efficiency.</li> <li>• Pending the Cabinet approved revision of the SA Defence Review 2015, the development of a DOD Business Strategy is to follow,</li> </ul>	Programme 1: Administration.	Sub-programme: Policy and Planning.	<p>1. Development of the Minister of Defence Directive on the DOD Strategic Management Process.</p> <p>2. Percentage compliance to DPSA Directive Macro Structure Management (Development of Level 1, Level 2, Level 3 Macro Structures).</p> <p>3. Percentage adherence to the DOD MRI Policies.</p>

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
			<p>supported by refined and efficient business process and associated organisational structures.</p> <ul style="list-style-type: none"> <li>The ongoing alignment of DOD policy documents providing the framework within which defence functions are executed, will be considered to ensure optimal efficiency in their purpose.</li> </ul>	Programme 8: General Support.	Sub-programme: Command and Management Information Systems.	<p>4. Percentage compliance to the Operations Management Framework for Business Process Management.</p> <p>5.1 Percentage adherence to the DOD MRI for Policies (Enterprise Architecture Policy status).</p> <p>5.2 Percentage compliance with the DOD information and communication technology implementation plan (CMIS).</p>
9	Digital transformation and innovation.	Digital transformation and innovation across government should be a key enabler to improve efficiency and effectiveness, with interdepartmental coordination supported by the Presidency.	During the period of this plan, the development and approval of the DOD Enterprise Architecture (EA), will strategically direct integrated defence systems, enabling the interface of diverse systems into one integrated ICT system, thereby enhancing DOD ICT modernisation, integration, data integrity, credibility and efficiency.	Programme 1: Administration.	Sub-programme: Defence Enterprise Information System Management.	<p>Percentage adherence to the DOD MRI for Policies (Enterprise Architecture policy status).</p> <p>Percentage adherence to the DOD MRI for Strategies (Digital transformation Strategy).</p>
10	Explicit trade-offs and resourcing.	Given current fiscal constraints, there must be explicit trade-offs to ensure that available resources are directed towards maintaining and optimising the social wage (which amounts to 60% of the existing budget) and supporting inclusive economic	<ul style="list-style-type: none"> <li>The formulation of the departmental results based model, provides a strategic overview of the defence mandate and guides areas of critical funding.</li> <li>The DOD will engage in an annual budget programme and budgeting review to ensure the</li> </ul>	Programme 1: Administration.	<p>Sub-programme: Financial Administration.</p> <p>Sub-programme: Defence Policy, Strategy and Plans.</p> <p>Sub-programme: Chief Military</p>	Percentage adherence to the DOD MRI for Plans.

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
		growth and job creation. This will require difficult decisions to be made, including the closure of underperforming programmes, as opposed to arbitrary across-the board spending cuts.	optimisation of scarce departmental resources, information departmental planning process.		Policy, Strategy and Planning.	
11	Leverage private sector financing.	Fiscal constraints also mean that there is a need to leverage private sector support and financing wherever possible. This includes ensuring that the Public Private Partnership (PPP) framework is fit-for-purpose, and introducing new and innovative models for private sector participation in network industries through Operation Vulindlela.	The DOD has currently not entered into any formal PPP with identified stakeholders.	Not applicable.	Not applicable.	Not applicable.
12	Enabling environment for private sector.	If government undertakes all the necessary reforms successfully, this will create an enabling environment for private sector investment to improve inclusive growth.	<ul style="list-style-type: none"> <li>In the execution of the Defence mandate, to defend and protect the Republic of South Africa and its people, a secure and stable environment results, enabling economic activity and growth.</li> <li>DOD support will be provided to the SAPS, if and when required to ensure national law and order.</li> </ul> <p>Support by the DOD to other government departments, as and when required, will contribute to national peace and stability.</p>	Programme 2: Force Employment.	Sub-programmes: (1) Support to the People.  (2) Regional Security.	<p>Percentage compliance with number of internal operations conducted per year.</p> <p>Percentage adherence to the DOD Master Record Index for Strategies (DOD Border Safeguarding Strategy status) (Development.</p>

Ser No	Critical success factor	Description	DOD Contribution	DOD Programme	DOD Sub-programme	DOD Related Performance Indicator
			<ul style="list-style-type: none"> <li>The protection of the RSA borders, creates the opportunity for economic development will reduced requirements placed on the national fiscus.</li> </ul>			
13	Focus on impact and results.	To ensure focus on critical challenges and avoid dissipating effort across too many objectives, the GNU Minimum Programme should prioritise the most important and impactful actions using a programmatic approach.	<ul style="list-style-type: none"> <li>Continue the institutionalisation of Results Based Planning at all levels of the organisation, strategically focuses national and departmental mandate driven impact, outcome and output deliverable requirements supported by well-defined performance indicators and targets.</li> </ul>	Programme 1: Administration.	Sub-programme: Policy and Planning.	<p>Percentage adherence to the DOD Master Record Index for Plans.</p> <p>Percentage adherence to the DOD Master Record Index for DOD Functional and Support Guidelines, for Planning, Budgeting, Reporting and Risk Management for Year + 2.</p>

### OPENING OF PARLIAMENT ADDRESS (7<sup>TH</sup> ADMINISTRATION)

The Opening of Parliament Address (OPA) of the 7<sup>th</sup> Administration, delivered by President Cyril Ramaphosa on 18 July 2024, served as a platform to articulate his administration's comprehensive vision for South Africa. The OPA set the tone for collaboration across all spheres of government, in addressing national challenges such as poverty, unemployment, inequality, and economic stagnation. The address also reflected on 30 years of democracy in South Africa, celebrating progress while acknowledging persistent challenges. This pivotal event underscored the importance of unity in South Africans to contribute toward building a better future. The following defence related OPA aspects, and the DOD contribution there to, during the period of this Plan, are outlined below.

**Disaster Response and Management.** The address highlighted recent natural disasters, including storms in the Western Cape and fires in KwaZulu-Natal, resulting in significant loss of life and property. The DOD (SANDF), will enhance current disaster response capabilities to support civilian authorities in such emergencies, informed by a DOD Disaster Management Plan. This aligns with the SANDF's role in providing aid to civil authorities during disasters (Natural and man-made).

**National Unity and Reconciliation.** President Ramaphosa emphasised the importance of national unity and reconciliation, referencing the formation of the GNU, post the outcome of the national elections of 29 May 2024. The DOD will continue to contribute to this imperative through the DOD Transformation Management Policy and Plan, thereby promoting departmental inclusivity and cohesion within its ranks and through its functions, thereby ensuring the DOD reflects the diverse society it serves.

**Security and Stability.** The address underscored the need for stability and security as foundations for economic growth and development. The DOD's mandate to defend and protect South Africa's

sovereignty and territorial integrity remains a national imperative and will continue to be conducted within available resource consideration. The DOD (SANDF) will maintain a resourced state of readiness, able to respond to both conventional and unconventional threats, including cyber threats, regional and continental instability.

**International Cooperation and Peacekeeping.** South Africa's commitment to peaceful international relations and regional security was reaffirmed. The DOD will continue to engage in defence diplomacy initiatives in line with national foreign policy objectives, informing the DOD posture in its approach to and conducting of international affairs engagements. The participation of defence in mandated peacekeeping missions, and cooperate with regional bodies that include, amongst others, the Southern African Development Community (SADC), the African Union (AU) and the United Nations (UN) will continue to promote stability in the region and the African continent.

**Budgetary and Resource Management.** The address noted the persistent economic challenges and the need for efficient governance. The DOD will continue to direct scarce resources aligned with national and departmental imperatives, within the context of prevailing national budget formulation guidelines and the monitored implementation of promulgated departmental austerity measures. The DOD will pursue strengthened governance arrangements enabling the strategically directed, cost-effective and optimised resource allocation and management.

**Commitment to Constitutional Values.** The address reiterated the importance of adhering to constitutional values, the rule of law, and good governance. The DOD will continue to operate within the framework of the Constitution and uphold democratic principles, ensuring accountability and transparency at all levels of the department. The DOD continues to present civic education programmes for military and defence civilians which covers, amongst others, Democratic Political Processes, the SA Constitution, The Bill of Rights, Civil-Military Relations in a democracy and International Humanitarian Law.

**Inclusive Growth and Job Creation.** This imperative outlined the national priority of driving inclusive growth and job creation. The DOD will support this imperative through the fostering of engagements with defence related industries, enabling the manufacturing of specified SANDF capabilities and undertaking of defence related technology development, able to create jobs and stimulate economic activity through export revenue generation.

**Reduce Poverty.** The importance of poverty reduction as a national imperative, was emphasised with a pledge to expand social security, implement targeted income support, and invest in infrastructure and job creation to alleviate the cost of living and uplift vulnerable households. The DOD will contribute to this imperative through participating in high-impact projects in community outreach and development programs, aimed at supporting and enabling women, youth and people with disabilities in rural areas where the SANDF has a military footprint.

**Build a Capable, Ethical and Developmental State.** The OPA addressed the need for building a capable, ethical, and developmental state, requiring the professionalising of the public sector. A capable DOD will continue to be established through ongoing departmental education, training and development programmes of both civilian and military personnel, thereby upholding high standards of departmental and military professionalism, and transparency, through ethical leadership at all levels of the organisation.

## OTHER NATIONAL IMPERATIVES OF GOVERNMENT AND DOD CONTRIBUTION

The DOD will support national imperatives as outlined below. The DOD's specific contribution within the defence mandate, during the period of this Plan.

**The NDP, “Vision 2030 – Our Future – Make it Work”.** The following is a reflection of the contribution both direct and indirect of Defence to the NDP, “Vision 2030”.

- **“Envisaged reduction in Youth Unemployment (NDP Chapter 3: Economy and Employment).** The DOD will continue the Military Skills Development System (MSDS) programme, provide opportunities for internships and employ youth through departmental recruitment processes.
- **Provision of assistance in disaster and aid relief (NDP Chapter 5: Environmental Sustainability - Transitioning to a low carbon economy).** The DOD will continue to support the South African Police Service (SAPS) and other government departments, through the execution of internal operations (humanitarian and disaster and aid relief operations) as well as rendering support to the SADC Region, as and when required.
- **Support the combating of maritime piracy along the East Coast of Africa (NDP Chapter 7: Positioning South Africa in the world).** The SANDF, through the SA Navy, will continue with coastal patrols to combat maritime piracy and protect the ocean economy.
- **Strengthen the national research and development capacity (NDP Chapter 9: Improving Education, Training and Innovation).** The DOD will continue to provide learning opportunities at domestic and international training institutions whilst ensuring that learning curriculums and military doctrine are aligned to an evolving contextual security environment. In terms of research and development, the DOD through the Administration Programme (Defence Matériel Division and management of Denel), will continue to pursue the resourced maintenance of identified SANDF capabilities at Defence Research Institutions, that will be utilised for the development and acquisition of prime mission equipment as well as the development of specialised doctrines.
- **Building safer communities (NDP Chapter 12: Building safer communities).** The SANDF will continue with the conducting of external and internal operations to safeguard and protect the territorial integrity and the people of the RSA and to assist with operations to enhance peace and security in the SADC and on the African continent, as and when required. The ensuring of safety and stability provide an environment for economic growth and poverty alleviation.
- **Build a capable and development State (NDP Chapter 13: Building a capable State).** To achieve the outputs of a capable and developmental state, the RSA needs to, among others, professionalise the Public Service, upgrade skills, improve coordination and deploy a proactive approach to managing the inter-governmental systems to ensure a better fit between responsibility and capacity. Digital transformation is one of the tools, proposed by Cabinet to assist with Public Service in managing its human and financial resources. For the period of this Plan, the DOD will continue to participate in the roll-out of digital transformation through the development and approval of the DOD Enterprise Architecture.
- **Reduction in *prevalent corruption and fraud* (NDP Chapter 14: Promoting accountability and fighting corruption).** The DOD, through internal governance structures, processes, implementation of the DOD Ethics Policy, conducting of the DOD Ethics Committee, implementation of the DOD Corruption and Fraud Prevention Plan and through the development of the Consequence Management Policy, will continue to mitigate the prevalence of corruption and fraud within the Department where prevalent.

**Sustainable Development Goals.** The Sustainable Development Goals (SDGs) aim to transform our world. They are a call to action to end poverty and inequality, protect the planet, and ensure that all people enjoy health, justice and prosperity. “Goal 16: *Promote Peaceful and Inclusive Societies for Sustainable Development, Provide Access to Justice for all and Build Effective, Accountable and Inclusive Institutions at all Levels*”. The DOD aligns with SDG sub-goal 16.8, which aims to “broaden and strengthen the participation of developing countries in the institutions of global governance.” The South African National Defence Force (SANDF) supports this goal by contributing to stability and security across the continent. This is achieved through the deployment of military capabilities in prominent, internationally mandated peace support operations conducted under the auspices of the SADC, AU and UN.

**African Union Agenda 2063.** The AU Agenda 2063 is regarded as a strategic framework for the socio-economic transformation of the African continent. The Agenda seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. The DOD remains committed to supporting the African Union's Agenda 2063, particularly Aspiration 4, which envisions “A peaceful and secure Africa.” The DOD’s efforts will focus on achieving the goals of contributing to peace, security, and stability across the continent and fostering a stable and harmonious Africa. This commitment will be fulfilled through the provision of well-resourced, mission-ready defence capabilities enabling the conducting of mandated ordered Defence commitments.

**The National Growth Path (NGP).** On 23 November 2019, Government released the Framework of the NGP aimed at enhancing economic growth, job creation and equity. The principal target of the policy is to create five million jobs by the year 2050. The NGP identifies strategies that will enable South Africa to grow in a more equitable and inclusive manner while attaining South Africa’s developmental agenda. The DOD will endeavour to support the NGP through the following:

- **DOD Internships.** Every government department and public entity will be required to employ interns for experiential training. In this regard, the DOD employs an estimated 200 Safety and Security Sector Education and Training Authority (SASSETA) interns on a yearly basis.
- **National Youth Services.** The DOD will continue to support the Governmental Imperative by providing support to the Department of Rural Development and Land Reform through the National Youth Leadership Development Programme (YLDP) utilising defence inherent capabilities and available capacity on a cost-recovery basis.
- **Defence Industry.** In the short, medium and long-term, it is envisaged that job opportunities within a resourced Defence Industry will be created through approved DOD projects.

**The Industrial Policy Action Plan (IPAP).** The IPAP is located in the NDP, “Vision 2030”, and forms one of the principal pillars of the NGP. The DOD continues to support the IPAP in the Public Private Government Initiative (PPGI), through the 2020 promulgated Defence Industry Strategy, which commenced during December 2020. This Defence Industry Strategy will guide long-term defence industry development in support of the acquisition and procurement of defence capabilities. The National Defence Industry Council (NDIC) constitutes the highest consultative body between the DOD, senior government officials, captains of the Defence Industry, the South African Aerospace and the Maritime and Defence Industries Association on matters of policy formulation and compliance, export support, armament acquisition and joint planning. The DOD will be guided by the functions of the NDIC relating to the capabilities of the defence industry. The revision of promulgated Defence Industry Strategy will commence during March 2025 for submission to the Executive Authority during the FY2025/26 to rebuild and reposition Defence and related Defence industry in a manner that enhances the sovereignty of the RSA inclusive of the role of Armscor with the Defence Industry.

**The Forum of South African Directors-General (FOSAD).** The DOD has identified and will support the following 6<sup>th</sup> Administration FOSAD Action Plan deliverables during the period of this Plan:

- **Reduction in the Time it takes to Fill a Vacancy.** The DOD will continue to strive to reduce the time it takes to fill a funded vacancy in the DOD to ensure alignment with the broader Public Service requirement of 12 months.
- **Payment of Suppliers within 30 Days.** The DOD will strive to ensure compliance with the requirement to pay suppliers within 30 days of receipt of a legitimate invoice within the constraints of the current aged ICT systems.
- **Finalisation of Disciplinary Cases.** The Department, through the Administration of Military Justice, and other mechanisms, will continue to increase the number of military and PSAP disciplinary cases finalised within 90 days by decreasing the current average time to finalise disciplinary cases. Furthermore, through the management of the Military Supplementary Measure Act by Unit Commanders, the timely management of disciplinary cases will be managed.
- **Feedback to the Public on Anti-Corruption Hotline.** The Department will continue to provide timely feedback to the public on cases registered with the Presidential Hotline and National Anti-Corruption Hotline (NACH) relevant to the DOD.
- **Reduction in Audit Findings.** The DOD will strive to reduce the number of audit findings through effective governance structures and internal controls. The effectiveness of these internal structures and controls will be assessed and monitored by independent internal and external assurance providers.
- **Submission of DOD Accountability Documents.** The DOD, Public Entities and Organs of State will endeavour to ensure the timely submission of departmental accountability documents.
- **Responses to Chapter 9 and 10 Institutions.** The DOD will, when and if so required, respond to Chapter 9 Institutions (such as the AGSA, Office of the Public Protector, the SA Human Rights Commission and the Gender Equality Commission) and Chapter 10 Institutions (such as but not limited to the Public Service Commission) through appropriate internal process and timelines.

**Southern African Development Community Regional Indicative Strategic Development Plan (RISDP).** The RISDP was formulated in March 2001 and approved by the SADC Summit in August 2003. The RISDP contains detailed milestones of which political, defence and security cooperation form a vital component to ensure stability in the SADC region needed for socio-economic development. The DOD will contribute to the stability in the SADC Region, through the conducting of external ordered commitments through humanitarian, disaster and aid relief operations as directed by Government and other multi-lateral military and non-military support and by rendering support to the SADC Standby Force Pledge.

**National Strategic Plan on Gender-Based Violence and Femicide (Published in 2020).** The National Strategic Plan on Gender-Based Violence and Femicide consists of the six Pillars as follows:

- Pillar 1: Accountability, Coordination and Leadership.
- Pillar 2: Prevention and Rebuilding Social Cohesion.
- Pillar 3: Protection, Safety and Justice.
- Pillar 4: Response, Care, Support and Healing.

- Pillar 5: Economic Power.
- Pillar 6: Research and Information Systems.

The DOD supports **Pillar Two**: Prevention and Rebuilding of Social Cohesion in the National Strategic Plan on Gender-Based Violence and Femicide by prioritising efforts to combat Gender-Based Violence (GBV) as both a national and departmental imperative. This includes implementing Sexual Misconduct Prevention Programs for DOD personnel to foster a safe and respectful working environment.

The DOD supports **Pillar Three**: GBV will be managed through internal departmental processes, under the umbrella term “**Sexual Misconduct**”, supported by the Performance Indicator “*Number of Sexual Misconduct Prevention Programmes presented to employees of the DOD*”, under the leadership of CHR. The investigation into reported cases of alleged sexual misconduct will be undertaken via the DOD Transformation Management Nodal Point, within the Human Resource Division, in conjunction with the Military Police, and the prosecution of referred sexual misconduct cases will be undertaken by the Defence Legal Services Division.

The DOD supports **Pillar Five**: Economic Power in the National Strategic Plan on Gender-Based Violence and Femicide by prioritising efforts to accelerate initiatives that address women's unequal economic and social position through DOD Interim Preferential Procurement Policy, in awarding tenders to companies, the scoring system will make provision for the prioritisation of women, youth and persons with disabilities.

**Just Transition Framework for South Africa (June 2022)**. A just transition aims to achieve a quality life for all South Africans, in the context of increasing the ability to adapt to the adverse impacts of climate, fostering climate resilience, and reaching net-zero greenhouse gas emissions by 2050, in line with best available science. The Just Transition Framework is a planning tool for achieving a just transition in South Africa, setting out the actions that the government and its social partners will take to achieve a just transition, and the outcomes to be realised in the short, medium, and long term. The document sets out priority interventions to give effect to a just transition. To contribute towards the transition to low-carbon emissions and green energy, the Integrated Facilities and Environmental Management Strategy will be adjusted to include elements to align the DOD, accordingly. This intention must be approved by higher command bodies.

**National Infrastructure Plan 2050**. In terms of the National Infrastructure Plan 2050, the DOD will contribute to the digital communications infrastructure transformation of the ICT systems through the development and submission for approval to the Accounting Officer of the Enterprise Architecture Policy and Enterprise Architecture Strategy supported by a functional DOD ICT Investment Committee structure, specialists and Enterprise Architecture tools. In terms of the safeguarding of national water/ecological infrastructure, the DOD through the SANDF will protect these national key points as and when required through mandated defence operations.

**National Spatial Development Framework 2025**. The NSDF is a strategic long-term spatial plan towards 2050. The NSDF is legally mandated by the Spatial Planning and Land Use Management Act, 2013 (SPLUMA), and is to be aligned with the 2030-National Development Plan (NDP). The NSDF provides for the following;

- A visual representation of the desired national spatial development pattern for the country,
- A set of national spatial directives for all forms of infrastructure investment and development spending in the country; and

- A series of national strategic spatial areas for targeted investment by government and the private sector.

The DOD, through departmental processes and main projects as outlined in the DOD 2025 MTEF Annual Performance Plan, will indirectly support the NSDF 2025 goals, as follows:

- ***Urbanisation, the Pursuit of a Better Life and a Desire for Quality Urban Living and Spaces.*** Through the conducting of internal operations (humanitarian assistance, disaster and aid relief operations and support to the SAPS and other departments), as and when required.
- ***Ruralisation and the Need for Decisive and Sustainable Rural Development and Agrarian Reform.*** The DOD will provide support to assist Government interventions to develop Agri-Enterprises and small scale farmers in identified rural and semi- rural areas.
- ***Natural Resource Limitations, a Move Away from Ecosystem Destruction, Pollution and a National Water Security Crisis.*** Through the conducting of humanitarian assistance operations in support of other state departments.
- ***Climate Change Implications, Regional Adaptation and Mitigation.*** Through the conduction of external operations (humanitarian assistance within the SADC Region and on the African continent as well as the conducting of internal operations (humanitarian assistance, disaster and aid relief [Op CHARLOT] and search and rescue operations [Op ARABELLA]) domestically.
- ***Land Reform.*** The DOD will continue to interact with the Chief Land Claims Commissioner, to obtain information related to possible land claims against the Department. Through internal legal processes and advice, the Department will strive to resolve potential land claims.
- ***Globalisation, Supra-National Regionalisation, Gateway Nodes and National Connectivity and Integration.*** The DOD will continue to support UN and AU peace and security operations, as peace and security domestically, regionally and on the African continent is an enabler to socio economic development. Through Op CORONA and Operation Phakisa (Government project), the DOD will continue to protect the Maritime Protection Areas of the RSA by conducting maritime coastal patrol as and when required.

**District Development Model.** The DDM is an intergovernmental approach focusing on 52 district and metropolitan spaces as Inter-Governmental Relations impact zones for more effective joint planning, budgeting and implementation over multi-year planning and electoral cycles. The DOD has no direct contribution to the District-Based Service Delivery Model. Notwithstanding, the DOD Infrastructure Projects as attached to the DOD APP for the 2025/26 MTEF, will focus on new and replacement of DOD infrastructure, including the refurbishment, maintenance and repair of DOD facilities.

**Disaster Risk Reduction and Development of Disaster Management Plans.** The Disaster Management Act, 2002 (Act No. 57 of 2002) and the National Disaster Management Framework, 2005 imposes duties and responsibilities on the three spheres of Government. One of these duties is for an Organ of State involved in the disaster management to prepare and implement a Disaster Management Plan. As part of the Department's obligations to the Disaster Risk Reduction and Disaster Management, the DOD Disaster Management Plan, will receive the required level of attention during the period of this Plan. The DOD in terms of the Disaster Management Act, 2002, continues to assist in disaster and aid relief and humanitarian assistance through external operations in the SADC Region and internal operations in support of SAPS and other departments as directed by Government in support of the people of the RSA.

**Department of Science Technology and Innovation Decadal Plan for the Period 2022 to 2032.** The Science, Technology and Innovation Decadal Plan for South Africa from 2022 to 2032 is a guide for implementing the 2019 White Paper on Science, Technology and Innovation. The 2019 White Paper on Science, Technology, and Innovation outlines several core deliverables aimed at advancing South Africa's National System of Innovation and leveraging Science Technology and Innovation for inclusive and sustainable development. Key deliverables include:

- **Policy Coherence and Coordination:**

- Enhancing alignment across government policies to support innovation.
- Strengthening partnerships between public, private, and civil society stakeholders.

- **Inclusive Development:**

- Promoting innovation for social inclusion, including grassroots and local innovation.
- Ensuring that STI benefits marginalised groups and addresses societal challenges.

- **Support for the Fourth Industrial Revolution:**

- Establishing platforms to address opportunities and risks associated with rapid technological advancements.
- Focusing on areas like big data, artificial intelligence, and ICT to drive economic growth.

- **Expanded Knowledge and Research Capacity:**

- Increasing research outputs and transforming the institutional landscape to include historically disadvantaged institutions.
- Expanding human capital development, including fostering a diverse base of Doctor of Philosophy qualified researchers.

- **Strengthened Innovation Ecosystem:**

- Supporting commercialisation of publicly funded research.
- Establishing local innovation ecosystems through incubation facilities and walk-in centers.

- **International Collaboration:**

- Expanding South Africa's role in international STI partnerships, particularly within the African continent.

- **Increased Investment in R&D:**

- Committing to raise gross expenditure on R&D to 1.5% of GDP.
- Establishing a sovereign innovation fund for co-investment by public and private sectors.

- **Monitoring and Evaluation Frameworks:**

- Developing mechanisms to assess the performance of STI initiatives.
- Institutionalising an STI investment framework for prioritising funding.

These deliverables aim to position South Africa as a leader in Science Technology and Innovation while addressing developmental challenges, fostering economic growth, and improving societal well-being. Flowing therefrom, the Decadal Plan for the Period 2022 to 2032 aims to achieve greater impact through:

- Improved governance and coordination: To enable enhanced partnerships.
- Strategic policy direction: To focus on key areas
- Increased and more efficient funding: To support innovation efforts.

Within Defence, defence-related Research and Development will be conducted, pending funding. The Technology Development programmes will be pursued to maintain specific capabilities at Defence Research Institutes that can be utilised for the development and acquisition of new equipment as well as the development of the associated doctrines.

**DPISA, Public Service Regulation, 2016, 25(1)(e).** In terms of Public Service Regulations 2016, 25(1)(e), an Executive Authority shall prepare a Strategic Plan that specifies information systems that enable the executive authority to monitor the progress made towards achieving those targets and core objectives, support compliance with the reporting requirements in Regulation 31 and the information requirements, referred to in Regulation 70, and enable service delivery through the use of information and communication technology. The DOD will support the digital transformation of the DOD business through the development of a comprehensive Defence Digital Strategy and Implementation Plan, governed by the Enterprise Architecture framework, pending the required resource allocation. The development and submission for approval to the Accounting Officer of the Enterprise Architecture Policy and Enterprise Architecture Strategy by the Government Information Technology Officer (GITO) supported by a functional DOD ICT Investment Committee structure, specialists and Enterprise Architecture tools, will enable the provision of departmental ICT strategic direction. DOD ICT governance will be managed within Outcome 1 of the DOD RBM, *“Accountable and effective governance of the DOD to enhance civil control of the Defence function”*.

**Portfolio Committee on Defence Engagements 11 July 2024.** On 11 July 2024, the Portfolio Committee on Defence and Military Veterans continued its deliberations on Budget Vote 23, focusing on the DOD. The Committee raised concerns regarding the DOD's budget constraints, particularly with reference to Compensation of Employees (CoE) and operational funding, which risked undermining the department's effectiveness. Additional discussions centered on the Mobility Exit Mechanism (MEM) for overstaffing and cost-cutting measures. The Committee emphasised the need for sustainable funding solutions to ensure operational efficiency in the SANDF.

**Gender Responsive Planning, Budgeting, Monitoring and Evaluation Framework (GRPBMEAF).** The Gender-Responsive Planning, Budgeting, Monitoring, Evaluation and Auditing Framework (GRPBMEAF) is a South African government initiative approved by Cabinet on 27 March 2019. It aims to prioritise gender policy issues in the allocation of resources within the national budget. The aim of the GRPBMEAF is to achieve gender equality and is designed to address the unfair treatment of women, youth, and people with disabilities in politics, the economy, and society. The framework seeks to ensure that existing planning, budgeting, monitoring, evaluation, and auditing systems are gender, youth, and disability responsive. The strategic objectives include system-wide gender mainstreaming, prioritising women's empowerment and gender equality in public policy, ensuring adequate resource allocation, enhancing inclusive growth, and contributing to a non-sexist society. The Implementation Pillars of the GRPBMEAF are as follows:

- Pillar 1: WYPD Responsive Country Planning and Monitoring.
- Pillar 2: WYPD Responsive Institutional Planning.
- Pillar 3: WYPD Responsive Policy Priorities.
- Pillar 4: WYPD Responsive Evaluation, Knowledge and Evidence.
- Pillar 5: WYPD Responsive Monitoring and Auditing.
- Pillar 6: WYPD Responsive Budgeting.
- Pillar 7: Improving WYPD Responsive of other Systems.
- Pillar 8: WYPD Responsive Legislation.
- Pillar 9: WYPD Responsive Performance Management.
- Pillar 10: WYPD Responsive Capacity Building. Institutionalisation and Advocacy.

The DOD has completed the “Progress reports by National Government Departments responding to interventions on the implementation of the Framework” that covers the period 01 October 2023 to 31 March 2024 during February 2025. The results of the report from the Department of Women, Youth and Persons with Disabilities (DWYPD) are awaited. The DOD previously faced challenges in disaggregating data for performance reporting, budgeting, and spending related to women, youth, and persons with disabilities (WYPD) due to system limitations that restricted categorisation by sex, age, and disability. During this planning period, the department is enhancing its reporting systems to ensure accurate disaggregation of WYPD data is available. Additionally, enhancements to the Financial Management System (FMS) will improve the allocation, tracking, and reporting of budgeted funds for WYPD-related interventions within the department. In order to foster a diverse and inclusive workplace, gender mainstreaming and the institutionalisation of WYPD through the formulation, approval, and implementation of the DOD Transformation Management Equity Plan and the approval of the revised DOD Transformation Management Policy will be pursued.

**State of the Nation Address (SONA) 2025.** The SONA 2025 of 06 February 2025 reaffirmed South Africa’s commitment to peace, sovereignty, and national security, while addressing emerging geopolitical, economic, and technological challenges. The address focuses on building a united nation, highlighting the Government of National Unity and its commitment to cooperation. Key priorities outlined in the SONA related to Defence include

- **Adoption of the Medium Term Development Plan 2024-2029.** The President confirmed that the Medium Term Development Plan, which sets out a clear and ambitious programme for the next five years has been adopted and the actions contained in the Medium Term Development Plan will advance three strategic priorities which are:
  - Firstly, to drive inclusive growth and job creation.
  - Secondly, to reduce poverty and tackle the high cost of living.
  - Thirdly, to build a capable, ethical and developmental state.

Subsequent to the SONA 205 pronouncements, the Presidency released the “2024-2029 High Level Programme of Action (POA) for the 7<sup>th</sup> Administration Commitments Arising from the State of the Nation

Address: 06 February 2025”, enabling the monitored implementation of the SONA commitments. The following outlines the contribution of defence related SONA 2025 pronouncements and POA Key Result Areas (KRAs) and associated KRA Actions:

- **Peacekeeping.** The tragic loss of 14 SANDF soldiers in the Democratic Republic of the Congo (DRC) who were part of a mission to bring peace to the eastern Democratic Republic of the Congo, highlighted the risks of peacekeeping operations. South Africa remains committed to regional and continental security, supporting SADC and AU peace efforts in the DRC while advocating for diplomatic conflict resolution. The evolving multipolar world order demands a strategic approach to defence policy, ensuring that the SANDF is equipped to protect national interests and sovereignty.
  - **Strategic MTDP Strategic Priority 3:** “Build a Capable, Ethical and Developmental State”.
  - **POA KRA:** “Advance the SA Foreign policy for a Better Africa and World”.
  - **POA Action (3.25):** “Promote peace, security, democracy and socioeconomic development in SADC, other parts of the continent and the rest of the world”.
    - **DOD Performance Indicator:** “Total number of Defence Attaché Offices” (Target: 44).
  - **POA Action (3.28):** 1. “Continue to support the SADC peace keeping mission as ordered”.
    - **DOD Performance Indicator:** “Percentage compliance with number of external operations conducted per year” (Target: 100% compliance).
  - **POA Action (3.28):** 2 “Execute of the Southern African Development Community Maritime Security Strategy through (Operation COPPER) - long-range anti-piracy maritime patrols in the Mozambique Channel”.
    - **DOD Performance Indicators:** “Percentage compliance with the Southern African Development Community (SADC) Standby Force Pledge” (Target: 100% compliance).
    - **DOD Performance Indicator:** “Percentage compliance with number of external operations conducted per year” (Target: 100% compliance).
- **International Cooperation.** South Africa’s leadership in the G20, UN, AU, and BRICS underscores its role in global peace efforts. The DOD continues to align with the key pillars of the foreign policy by enhancing its defence diplomacy, military readiness, and multinational collaboration to support peace and stability across the continent.
  - **Strategic MTDP Strategic Priority 3:** “Build a Capable, Ethical and Developmental State”.
  - **POA KRA:** None.
- **Technological Modernisation.** The emphasis on digital transformation in government presents an opportunity for the DOD to expand its ICT transformation and strengthen its cyber capabilities. The conclusion of the DOD Enterprise Architecture will receive priority during the 2025/26 MTEF.
  - **Strategic MTDP Strategic Priority 3:** “Build a Capable, Ethical and Developmental State”.
  - **POA KRA:** ‘None.

## PART A: OUR MANDATE

### CONSTITUTIONAL MANDATE

In terms of Section 200(2) of the Constitution of the RSA, 1996, the primary objective of the SANDF is to ***“defend and protect the RSA, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force”***.

### LEGISLATIVE MANDATE

The mandate of the DOD, as derived from Section 200(2) of the 1996 Constitution, the Defence Act (2002), as amended by the Defence Amendment Act (2010), the Defence Amendment Act of 2020 (Act No. 6 of 2020), the White Paper on Defence (May 1996) and the SA Defence Review 2015, requires the Department to ***“provide, manage, prepare, employ, sustain and renew defence capabilities that are commensurate with the needs of SA as regulated by the Constitution, National Legislation, Parliamentary and Executive direction”***. The DOD’s Constitutional and primary legislative mandates are provided in Table 2.

**Table 3: DOD Constitutional and Primary Legislative Mandates and International Agreements**

Legislation	Responsibilities placed on the DOD
<b>Constitution of the Republic of South Africa, 1996</b>	<p>Section 41(1): Provide staff function for the fostering and management of cooperative Government and inter-Governmental relations through the cluster system.</p> <p>Section 92: Provides for the accountability and responsibilities of members of Cabinet: Members of the Cabinet are accountable to Parliament for the exercising of their powers and the performance of their functions.</p> <p>Section 198: Provides for governing principles of national security in the Republic.</p> <p>Section 199: Provides for the establishment, structuring and conduct of security services.</p> <p>Section 200: (1) The Defence Force must be structured and managed as a disciplined military force.</p> <p>(2) To provide a structured disciplined military force and the primary objective, which is to defend and protect the Republic, its territorial integrity and its people.</p> <p>Section 201: Provides for the political responsibility and employment of the Defence Force.</p> <p>Section 202: Command of the Defence Force:</p> <p>(1) The President as Head of the National Executive is the Commander-in-Chief of the Defence Force and must appoint the Military Command of the Defence Force.</p> <p>(2) Command of the Defence Force must be exercised in accordance with directions of the Cabinet member, responsible for defence, under the authority of the President.</p> <p>Section 204: A civilian secretariat for Defence must be established by national legislation to function under the direction of the Cabinet member responsible for Defence.</p>
<b>Defence Act, 2002 (Act No. 42 of 2002)</b>	<p>Section 5: Composition of the Department of Defence.</p> <p>Section 6(1): Establishment of the Defence Secretariat.</p> <p>Section 7(1): Appointment of the Secretary for Defence as the head of the Defence Secretariat.</p> <p>Section 8: Functions of the Secretary for Defence.</p> <p>Section 8(a): Secretary for Defence – Appointed as Head of the Department and the Accounting Officer.</p> <p>Section 9: Delegation of Powers and Assignment of Duties by the Secretary for Defence.</p> <p>Section 10: Departmental Investigations by the Secretary for Defence.</p> <p>Section 11: Composition of the South African National Defence Force.</p> <p>Section 12: Services of the Defence Force and structural components.</p> <p>Section 13: Chief of the Defence Force, and appointment of other members of the Military Council.</p> <p>Section 14: Functions of the Chief of the Defence Force.</p> <p>Section 15: Delegation of Powers by the Chief of the Defence Force.</p> <p>Section 16: Establishment of auxiliary services, and terms and conditions of service.</p>

Legislation	Responsibilities placed on the DOD
	Section 17: Existing auxiliary services. Section 18: Employment of the Defence Force. Section 30: Appointment of Military Police Officials. Section 33: Intelligence Division of the Defence Force. Section 34: Application of Strategic and Operational Intelligence. Section 43: Establishment and composition of the Council of Defence. Section 48: Establishment of the Reserve Force Council. Section 53: Reserve Force. Section 90: Mobilisation during state of National Defence. Section 91: State of National Defence Regulations. Section 93: Service by members in fulfilment of international obligations. Section 94: Attachment of personnel. Section 95: Command over members serving under control of international bodies. Section 96: Command over members serving together with other military forces.
<b>Defence Amendment Act, 2010</b> <b>(Act No. 22 of 2010)</b>	Section 4: Military Command of the Defence Force. Section 53/104: Rendering of service by the Reserve Force. Section 53(3a): Compulsory call-up of Reserve Force members by the Commander. Section 62: Establishment and Functions of the Defence Force Service Commission. Section 62(a): Establishment and Composition of the Defence Force Service Commission. Section 62(b): Functions of the Defence Force Service Commission.
<b>Defence Amendment Act, 2020</b> <b>(Act No. 6 of 2020)</b>	Section 18: Employment of the Defence Force. Section 19: Employment in operations with the South African Police Service. Section 20: Powers and duties of members while being deployed.
<b>Public Service Act, 1994</b> <b>(Act No. 103 of 1994)</b>	Chapter 4: In terms of Employment matters, the Executive Authority shall ensure: Section 39: Job descriptions, job titles, systems of occupational classification and remuneration of Occupational Special Dispensation. Section 40: Creating and filling of posts. Section 41: Job evaluation and job grading system.  Schedule 1: Secretary for Defence is the Head of the Department.  Section 7(3)(a): Each department shall have a head who shall be the incumbent of the post on the establishment bearing the designation mentioned in column 2 of Schedule 1, 2 or 3 opposite the name of the relevant department or component, or the employee who is acting in that post.  Section 7(3)(b): Subject to the provisions of paragraphs (c) and (d), a head of department shall be responsible for the efficient management and administration of his or her department, including the effective utilisation and training of staff, the maintenance of discipline, the promotion of sound labour relations and the proper use and care of State property, and he or she shall perform the functions that may be prescribed.
<b>Public Finance Management Act, 1999</b> <b>(Act No. 1 of 1999)</b>	Section 13: Deposits into National Revenue Fund. Section 29(2)(a) and (b): Expenditure before annual budget is passed. Section 36: Appointment as the Accounting Officer. Furthermore, among other things, the Accounting Officer is to ensure the provision and maintenance of effective, efficient and transparent systems of financial and risk management and internal control in accordance with sections 13; 29 2 (a)(b). Section 38: General responsibilities of accounting officers. Section 39: Accounting officers' responsibilities relating to budgetary control. Section 40: Accounting officers' reporting responsibilities. Section 41: Information to be submitted by accounting officers. Section 42: Accounting officers' responsibilities when assets and liabilities are transferred. Section 43: Virement between main divisions within votes. Section 44: Assignment of powers and duties by accounting officers. Section 45: Responsibilities of other officials. Section 46: Application of public entities. Section 47(1)(a): Unlisted public entities. Section 63: Financial responsibilities of executive authorities. Section 64: Financial responsibilities of executive authorities.

Legislation	Responsibilities placed on the DOD
	Section 65: Tabling in legislatures. Section 81: Financial misconduct by officials in departments and constitutional institutions. Section 89: Functions of Accounting Standards Board.
<b>Military Ombud Act, 2012</b> (Act No. 4 of 2012)	Provides for the establishment and mandate of the Office of the Military Ombud.
<b>Castle Management Act, 1993</b> (Act No. 207 of 1993)	Provides for a Castle Control Board (CCB) to govern and manage the Castle of Good Hope on behalf of the Minister of Defence and Military Veterans.
<b>ARMSCOR Act, 2003</b> (Act No. 51 of 2003)	Armscor is to adhere to accepted corporate governance principles, best business practices and generally accepted accounting practices within a framework of established norms and standards that reflects fairness, equity, transparency, economy, efficiency, accountability and lawfulness.  Section 22(1): Notwithstanding any other law, all intellectual property rights in any product, service, item, method or any other thing of any nature vested in the Department, must be held into custody of the Corporation on behalf of the Department.  Section 22(2): The Corporation must manage and utilise intellectual property rights acquired for and on behalf of the Department as directed by the Secretary for Defence in a service level agreement.
<b>Non-proliferation of Weapons of Mass Destruction Act, 1993</b> (Act No. 87 of 1993)	Subject to the Act on the Non-proliferation of Weapons of Mass Destruction, Armscor maintains the compliance administration system for the DOD (as required by the applicable international law) or on behalf of any sovereign state.
<b>National Conventional Arms Control Act, 2002</b> (Act No. 41 of 2002)	Section 9(2): The DOD is to ensure compliance with the policy of Government in respect of arms control. Ensure that trade in conventional arms is conducted in compliance with the Act and that all regulatory processes of the Act are adhered to.
<b>National Strategic Intelligence Act, 1994</b> (Act No. 39 of 1994)	Section 2, 3 and 4 Provides for the responsibility of the Defence Intelligence to gather, correlate, evaluate and analyse intelligence in order to: <ul style="list-style-type: none"> <li>(i) identify any threat or potential threat to the security of the Republic or its people.</li> <li>(ii) supply intelligence relating to national strategic intelligence to the National Intelligence Coordinating Committee (NICOC).</li> <li>(iii) to gather departmental intelligence at the request of any interested department of State, and, without delay to evaluate and transmit such intelligence and any other intelligence at the disposal of the Service and which constitutes departmental intelligence, to the department concerned.</li> <li>(iv) gather, correlate, evaluate and use foreign military intelligence, and supply foreign military intelligence relating to national strategic intelligence to NICOC but the National Defence Force shall not gather intelligence of a non-military nature in a covert manner.</li> <li>(v) gather, correlate, evaluate and use domestic military intelligence, excluding covert collection, except when employed for service referred to in section 227(1)(e) of the Constitution and under conditions set out in section 3(2) of this Act;</li> <li>(vi) supply such intelligence to NICOC; and</li> <li>(vii) institute counter-intelligence measures within the National Defence Force.</li> </ul>
<b>Defence Special Account Act, 1974</b> (Act No. 6 of 1974)	Section 2(c) states that moneys in the account shall be utilised to defray expenditure and purchases of the DOD (relates to the Strategic Capital Acquisition Master Plan [SCAMP]).

Legislation	Responsibilities placed on the DOD
<b>Promotion of Access to Information Act, 2000</b> <b>(Act No. 2 of 2000)</b>	<p>Each public and private body must make provision, in the manner prescribed in section 17 of the Promotion of Access to Information Act, with the necessary changes, for the designation of—</p> <ul style="list-style-type: none"> <li>(a) such a number of persons, if any, as deputy information officers as is necessary to perform the duties and responsibilities as set out in section 55(1) of this Act; and</li> <li>(b) any power or duty conferred or imposed on an information officer by this Act to a deputy information officer of that public or private body.</li> </ul>
<b>Disaster Management Act, 2002</b> <b>(Act No. 57 of 2002)</b>	<p>This Act provides for an integrated and coordinated disaster management policy in South Africa that focuses on preventing and reducing the risk of disasters, mitigating the severity of disasters, emergency preparedness, rapid and effective response to disasters and post-disaster recovery. The Act furthermore regulates the establishment of national, provincial and municipal disaster management centres. The DOD may be tasked to:</p> <ul style="list-style-type: none"> <li>(a) Deploy in various communities across the country to support efforts to amongst others, prevent and reduce risks, mitigate disasters and assist to save the lives of citizens.</li> <li>(b) Support other government departments which include the South African Police Service (SAPS), National Department of Health, Department of International Relations and Cooperation (DIRCO), Department of Corporate Governance, Department of Public Works and Infrastructure (DPWI), Department of Home Affairs, Department of Education and Department of Water and Sanitation (amongst others).</li> <li>(c) To fully participate in national structures and these includes National Joint Operations and Intelligence Structures (NATJOINTS), Provincial Joint Operational and Intelligence Structures (PROVJOINTS), Justice, Crime Prevention and Security Cluster (JCPS) and International Cooperation, Trade and Security Cluster (ICTS) Clusters on national security related matters.</li> </ul>
<b>Hydrographic Act, 2019</b> <b>(Act No. 35 of 2019)</b>	<p>Section 2: Objectives of the Act:</p> <ul style="list-style-type: none"> <li>(a) Provide for the establishment of the Hydrographic Office.</li> <li>(b) Provide for the safety of navigation in the exclusive economic zone and the internal waters of the Republic.</li> <li>(c) Ensure that hydrographic surveying is done in accordance with the requirements of internationally accepted specifications and standards.</li> <li>(d) Provide for the appointment of the Hydrographer.</li> <li>(e) Provide for the powers and duties of the Hydrographer.</li> </ul> <p>Section 3 (1): The Hydrographic Office is hereby established as a unit within the SA Navy.  (2): The seat of the Hydrographic Office is determined by the Chief of the Navy in Consultation with the Hydrographer.</p> <p>Section 4: Functions of the Hydrograph Office.</p>
<b>Border Management Authority Act, 2020</b> <b>(Act No. 02 of 2020)</b>	<p>The Border Management Authority is hereby established as a national public entity, as contemplated in Part A of Schedule 3 of the Public Finance Management Act, outside of the public service, and is an armed service established in terms of section 199(3) of the Constitution. The border law enforcement functions within the border law enforcement area and at ports of entry must be performed exclusively by the officers of the Authority.</p> <p>The functions of the Authority are to—</p> <ul style="list-style-type: none"> <li>(a) facilitate and manage the legitimate movement of persons within the border law enforcement area and at ports of entry.</li> <li>(b) facilitate and manage the legitimate movement of goods within the border law enforcement area and at ports of entry; and</li> <li>(c) co-operate and co-ordinate its border law enforcement functions with other organs of state, border communities or any other persons.</li> </ul>

Legislation	Responsibilities placed on the DOD
	<p>Border Management is defined as the execution of border law enforcement functions and includes co-operation with the Defence Force on the implementation of border protection functions.</p> <p>Border protection function is defined as the functions performed exclusively by the Defence Force in terms of section 200(2) of the Constitution.</p> <p>Section 2: Application of the Act: Except where the Act provides otherwise, this Act does not apply to (a) the border protection functions performed by the Defence Force, including those performed in respect of the airspace of the Republic.</p> <p>Section 24 (3): The Minister of Defence and Military Veterans to be part of the Inter-Ministerial Consultative Committee.</p> <p>Section 27 (5) (a): The Authority must, within six months<sup>5</sup> after the commencement of this section, conclude implementation protocols with—</p> <ul style="list-style-type: none"> <li>(i) the Defence Force.</li> <li>(ii) the South African Police Service; and</li> <li>(iii) the South African Revenue Service,</li> </ul> <p>for the mandatory co-ordination of their respective functions within the border law enforcement area and at ports of entry.</p> <p>Section 27 (5) (b): If any of the implementation protocols contemplated in paragraph (a) are not concluded, the Minister and the Cabinet member responsible for Defence and Military Veterans, Police or Finance, as the case may be, must determine the relevant implementation protocol.</p>
<p><b>Protection of Personal Information Act, 2013</b> (Act No. 4 of 2013)</p>	<p>Section 2: Provides that the purpose of the Act is to —</p> <ul style="list-style-type: none"> <li>(a). protect the right to privacy with regard to the processing of personal information; and</li> <li>(b) balance the right to privacy against other rights, such as the right of access to information.</li> </ul> <p>Section 3: Clarifies that the Act applies to the processing of personal information by or on behalf of a responsible party. A “responsible party” is defined as a public or private body or any other person who, alone or in conjunction with others, determines the purpose of and means for processing personal information.</p> <p>Chapter 3: This Chapter deals with the conditions of lawful processing of personal information and special personal information.</p> <p>Section 40: In particular provides for the powers, duties and functions of the Regulator which includes <i>inter alia</i>, the monitoring and enforcing compliance by public and private bodies, handling of complaints, consulting with interested parties, investigating complaints, issuing of codes of conduct etc.</p> <p>Section 55: Information officers are responsible for dealing with requests that are made to the public or private bodies pursuant to the Act. These officers are required to ensure that the public or private bodies of which they are the information officers comply with the provisions of the Act.</p> <p>Section 56: Makes provision for the designation by public and private bodies of deputy information officers to perform those duties contemplated in Section 55.</p>

<sup>5</sup> The Department of Home Affairs, as the lead Department, provided direction related to the Implementation Protocols. During December 2021, a comprehensive Implementation Protocol was drafted which covers all spheres of cooperation between the SANDF. The Border Management Agency (BMA) Implementation Protocol was signed between the BMA and the C SANDF on 04 May 2022 and signed by the Sec Def on 11 May 2022. During the 2025-2030 Medium-Term Development Plan (MTDP), the SANDF will continue to conduct its operations on tactical level in cooperation with the BMA, within available resources, as and when required.

Legislation	Responsibilities placed on the DOD
	<p>Section 60: Issuing of codes of conduct empowers the Information Regulator to issue codes of conduct in respect of conditions for lawful processing of personal information and further provide obligations in respect of such conditions.</p> <p>Section 72: This section regulates the transfer of personal information across borders and therefore stipulates that information will not be transferred to another country if proper safeguards for the protection of the information have not been adopted in that country.</p> <p>Sections 79 to 80: Reflect those provisions dealing with the investigation of complaints by the Regulator.</p> <p>Section 82 to 84: The remaining Sections deal with procedural aspects in relation to the investigations to be conducted by the Regulator, e.g., the issuing of search warrants (Section 82) and the execution of warrants (Section 84) etc.</p> <p>Section 89: Empowers the Information Regulator to conduct assessments on the implementation, on request by the DOD or on own initiative.</p> <p>Section 100 to 105: These Sections, among others, creates offences such as obstruction of the Regulator (Section 100), breach of confidentiality by a person acting under the direction of the Regulator (Section 101), the failure to comply with an enforcement notice (Section 103), and unlawful acts by responsible parties in connection with account numbers of data subjects (Section 105) and also prescribes penalties in case of transgressions.</p>
<p><b>Public Procurement Act, 2024 (Act No. 28 of 2024)</b></p> <p><i>The Public Procurement Act, 2024 (Act No. 28 of 2024) was assented to by the President RSA on 18 July 2024. The DOD will initiate the departmental policy process to align its departmental policies to the relevant provisions of the Public Procurement Act, 2024, pending the implementation date through the envisaged Regulations that are to be gazetted.</i></p>	<p>The entire provisions of the Act is applicable to the DOD, Public Entities and Organs of State.</p> <p>The aim of the Act is to regulate public procurement; to prescribe a framework within which preferential procurement must be implemented; and to provide for matters connected therewith.</p> <p>The intention of the Act is to create a single framework that regulates public procurement, including preferential procurement, by all organs of state, which among others, promotes the use of technology for efficiency and effectiveness; and enhances transparency and integrity, among others, to combat corruption.</p>
PRIMARY INTERNATIONAL AGREEMENTS	
<p>Section 231 of the Constitution of the RSA, 1996, prescribes international agreements to which the DOD must adhere inclusive of International Humanitarian Law. The following but not limited to, primary international agreements, remain applicable to the Department:</p>	
<p><b>United Nations Charter, 26 June 1945</b></p>	<p>Article 51 stipulates: "Nothing in the present Charter shall impair the inherent right of individual or collective self-defence if an armed attack occurs against a Member of the United Nations (UN), until the Security Council has taken measures necessary to maintain international peace and security."</p>
<p><b>Vienna Convention on Diplomatic Immunities and Privileges, 1961</b></p>	<p>Members deployed as a Military Attaché are to execute their mandate within this Framework for Diplomatic Relations.</p>
<p><b>International Convention on Maritime Search and Rescue, 1979</b></p>	<p>The International Maritime Organisation Maritime Safety Committee divided the oceans of the world into 13 search and rescue areas, in each of which the countries concerned have delimited search and rescue regions for which they are responsible. South Africa has an obligation regarding a vast search and rescue area.</p>
<p><b>African Union Non-aggression and Common Defence Pact, 01 January 2005</b></p>	<p>Article 4(a): Stipulates: "State Parties undertake to provide mutual assistance towards their common defence and security vis-à-vis any aggression or threats of aggression."</p> <p>Article 4(b): Stipulates: "State Parties undertake, individually and collectively, to respond by all available means to aggression or threats of aggression against any Member State."</p>

Legislation	Responsibilities placed on the DOD
<p><b>Chicago Convention (also known as the Convention on International Civil Aviation), 4 April 1947</b></p>	<p>The International Civil Aviation Organisation (ICAO), a specialised agency of the UN, is charged with coordinating and regulating international air travel. The Convention establishes rules of airspace, aircraft registration and safety, and details the rights of the signatories in relation to air travel. It also exempts air fuels from tax.</p> <p>The Convention provides for the sovereignty of airspace above the territory of each state, together with five freedoms (later expanded to nine by the addition of four unofficial freedoms), which govern the freedom of states to operate air transport flights (including the carriage of passengers, cargo and mail) across, into and within the airspace of other States. Only the first two of these freedoms apply automatically to signatory states, the remainder being subject to national agreement.</p>

In terms of prevailing legislation, the following executive functionaries, as listed below and in Figure 2 give effect to the Defence portfolio:

- The **President of the Republic of South Africa** is the Head of State and the Head of the National Executive. The President exercises executive authority together with members of Cabinet. The President, as head of the National Executive, is the Commander-in-Chief (CiC) of the Defence Force (Constitution of the RSA 1996, Section 83[a], Section 85[1], Section 85[2] and Section 202[1]).
- The **Minister of Defence and Military Veterans (MOD&MV)** is appointed by the President as the Cabinet Member responsible for Defence and is responsible and accountable for the powers and functions assigned by the President. Command of the Defence Force is exercised in accordance with the directions of the Cabinet member responsible for Defence (Constitution of the RSA 1996, Section 92[1], Section 92[2] and Section 203).
- The **Secretary for Defence (Sec Def)** is appointed by the President to function under the direction of the Cabinet member responsible for Defence; is the Head of the Department (HOD), the Head of the Defence Secretariat (Def Sec), the Accounting Officer (AO) and the Information Officer for the Department; and is the principal advisor to the Minister on Defence Policy matters (Constitution of the RSA 1996 Section 204), (Defence Act 2002 Section 6, 7 and 8), (Public Service Act 1994 Section 7[3][a]) and the Public Finance Management Act (PFMA) Act, No 1 of 1999 Sections 36 and 38). The functions of the Sec Def as derived from legislation and regulations, include *inter alia*, the following:
  - Ensure, as HOD and AO, appropriate organisational form and structure; effective, efficient and economic resource administration (Human Resource (HR), financial, logistic and information); including the establishment of internal administrative policies, systems, controls and assurance to direct, manage, monitor, control and report on the resources allocated to the DOD.
  - Perform such functions as may be entrusted by the MOD&MV necessary or expedient to enhance civil control by (i) Parliament over the Department, (ii) parliamentary committees having oversight over the Department, and (iii) the Minister over the Department.
  - Provide administrative support to the MOD&MV in fulfilment of the Executive Authority's executive and legislative functions, responsibilities and duties.
  - Provide strategic defence and security policy advice to the MOD&MV as the Principal Departmental Policy Advisor.
  - Provide advice the MOD&MV on any matter referred to by the Executive Authority.

- Provide the Chief of the South African National Defence Force (C SANDF) with comprehensive instructions requiring the C SANDF to issue orders and directives and to give commands to any specified member regarding the exercise of any power delegated or the performance of any duty assigned to that member by the Secretary for Defence as head and AO of the DOD.
- Monitor compliance with policies and directions issued by the Minister to the CSANDF and report thereon to the Minister.
- Responsible for the discipline, administrative control over and management of employees, including their effective utilisation and training.
- The **Chief of the South African National Defence Force (C SANDF)** is appointed as the Commander of the Defence Force by the President and commands the Defence Force in accordance with the direction of the Cabinet member responsible for Defence under the authority of the President (Defence Act 2002 Section 14[b]). According to the Defence Act, Act No 42 of 2002, Chapter 2, Section 14: "Without derogation from any function of the Secretary for Defence contemplated 5 in section 8, the core functions of the C SANDF as derived from legislation and regulations, include, *inter alia*, the following:
  - Providing advice to the Minister on any military, operational and administrative matters as the Principal Advisor.
  - Must comply with any direction issued by the MOD&MV under the authority of the President as contemplated in Section 202(2) of the Constitution.
  - Is responsible for the formulation and issuing of military policy and doctrine.
  - Execute command of the SANDF through the issuing of orders, directives and instructions and giving commands.
  - Must supply the Secretary for Defence with such information with regard to the Defence Force as may be requested by the Secretary for Defence.
  - Is responsible for the execution of approved programmes of the budget for the Defence Force.
  - Is responsible for the direct management and administration of the Defence Force in an effective way and ensures compliance with regulations and legislative prescripts.
  - Is responsible for the employment of the Defence Force in accordance with an authorisation in terms of section (2010 (2) of the Constitution and section 18 (1) of the Defence Act:
    - Is responsible for the training of members of the Defence Force to act in accordance with the Constitution and the law, including customary international law and international agreements binding on the Republic.
    - Is responsible for the maintenance of such military response capability as may be authorised by the Minister.
    - Ensures the availability of resourced combat-ready forces for employment on instruction by the President as the CiC of the Defence Force.

- Is responsible for planning for contingencies which may require the use of the Defence Force.
- Must manage the Defence Force as a disciplined military force.
- Is responsible for the development of a non-racial, non-sexist and non-discriminatory institutional culture within the Defence Force in accordance with the Constitution and departmental policy on equal opportunity and affirmative action.



**Figure 2: Defence Governance Functions**

## POLICY MANDATE

The SA Defence Review 2015 is the South African National Policy on Defence and represents a comprehensive national review of the defence function within the context of evolving changes to the security environment, both domestically and globally. The SA Defence Review 2015 was approved by Cabinet on 19 March 2014 and endorsed by the National Assembly and the National Council of Provinces on 04 June 2015 and 24 June 2015 respectively.

In line with the Terms of Reference, the SA Defence Review 2015 amongst others, covers the domains of Defence Policy, Defence Strategy, high-level defence doctrine and the intended development trajectory of the defence function over the medium to long-term. The SA Defence Review 2015 Committee provided three strategic policy options, linked to fiscal scenarios, which would allow the Executive and the Legislature to deliberate and determine the level of defence that South Africa required and could afford, thereby aligning defence capabilities towards future relevance and sustainability.

The three proposed strategic defence policy options for consideration were:

- Option 1<sup>6</sup>: *Optimise Defence within constraints.*
- Option 2<sup>7</sup>: *Grow Defence independently.*

<sup>6</sup> Policy Option 1 was based on a defence budget allocation of an estimated 1.25% of GDP in 2014 Rand Value terms.

<sup>7</sup> Policy Option 2 was based on a defence budget allocation of an estimated 1.8% of GDP in 2014 Rand Value terms.

- Option 3<sup>8</sup>: *Develop Defence through strategic partnerships.*

The Defence Review Committee reflected on South Africa's fiscal challenges at that time and recommended Policy Option 1 as a sustainable policy position for South Africa to pursue. However, after extensive consultation with Cabinet and identified stakeholders, **Policy Option 2** was selected and approved by Cabinet and subsequently endorsed by Parliament, based on a defence budget allocation of an estimated 1.8% of Gross Domestic Product (GDP) in 2014 Rand Value terms.

The selected Policy Option 2 focusses on the maximum preservation of the sovereignty of the defence function and posits a Level of Defence Ambition that is commensurate with South Africa's national strategic requirement, as well as the role that South Africa is expected to and should pursue on the African continent in terms of South African Foreign Policy on continental stability.

The approved SA Defence Review 2015 reflects on the Defence Goals and Tasks to be pursued by Defence as presented in Figure 3. The SA Defence Review 2015 Goals 1 to 4 and the thirteen associated tasks are aligned with the 2024-2029 Medium-Term Development Plan (MTDP) Strategic Priorities of the GNU, with specific reference to the MTDP Strategic Priority 3 "**Build a Capable, Ethical and Developmental State**" to which defence has a direct contribution. This MTDP Strategic Priority is included in the DOD Results-Based Model (RBM) in Figure 10.



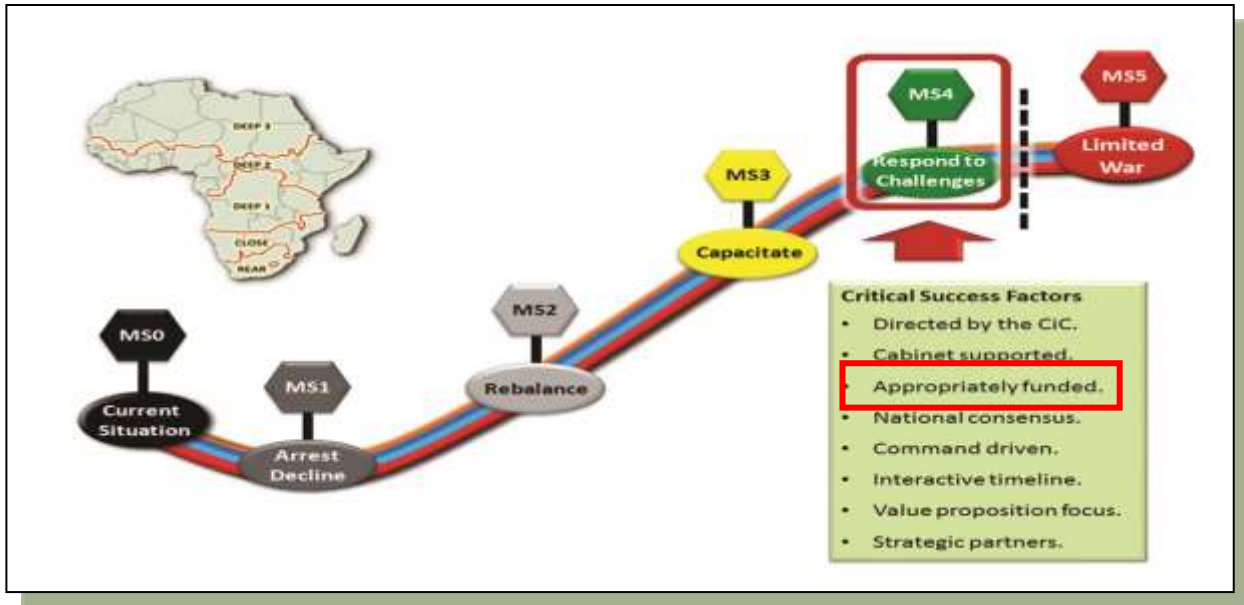
**Figure 3: DOD Goals and Tasks**

The SA Defence Review 2015 maps out five Strategic Planning Milestones, as presented in Figure 4, as firm sequential foundations to direct the development of South Africa's resourced defence capabilities through a DOD Extended Long-term Defence Capability Development Plan. The Milestones are as follows:

- Milestone 0 (MS0) - 2015. The current situation within the DOD commencing 2017.
- Milestone 1 (MS1) - 2020. Arresting the decline in critical capabilities through immediate and direct interventions.

<sup>8</sup> Policy Option 3 was based on a defence budget allocation of an estimated 2.2% of GDP in 2014 Rand Value terms, in order to fund the re-equipping of the Defence Force through Strategic Funding Arrangements.

- Milestone 2 (MS2) – scheduled for 2025. Re-balance and re-organise the Defence Force as the foundation for future growth.
- Milestone 3 (MS3) – scheduled for 2030. Create a sustainable Defence Force able to meet ordered defence commitments.
- Milestone 4 (MS4) – scheduled for 2035. Enhance the capacity of the Defence Force to respond to emerging threats and a wide range of strategic challenges.
- Milestone 5 (MS5). Defence of the Republic against any direct threat.



**Figure 4: DOD Planning Milestone Trajectory**

The first four planning milestones (MS0 to MS3) are intended to provide the initial impetus to ensuring an adequate, appropriate and relevant defence capability for South Africa, able to respond to security related challenges (MS4). Milestone 5 will remain the constitutional contingency which can be achieved from the firm foundation provided by Milestone 4.

During 2017, the DOD completed the “*DOD Plan to Arrest the Decline*”, as the departmental implementation mechanism of the Defence Review, which was subsequently approved by the DOD (Council on Defence) on 07 March 2017, and endorsed by the Joint Standing Committee on Defence in Parliament on 12 May 2017.

The “*DOD Plan to Arrest the Decline*”, consists of a 5 sequential work packages and deliverables that seek to enable the systematic and resourced implementation of the Defence Review with an estimated incremental defence baseline increase over the period of the Plan. These interventions and deliverables are collated into sequential work packages as depicted in Figure 5 below:



**Figure 5: SA Defence Review 2015 Implementation Work Packages**

The Work Packages are as follows:

- **Work Package 1: Critical Organisational and Efficiency Interventions.** Work Package 1 focuses on critical organisational and efficiency interventions that are required to improve efficiency and effectiveness within the DOD and to establish possible additional funding opportunities that will assist in funding the implementation of the SA Defence Review 2015.
- **Work Package 2: Functional Strategic Intents, Strategies and Plans.** Work Package 2 focuses on developing the strategic intents, strategies and plans that will guide the DOD toward achieving the principles and objectives of the SA Defence Review 2015. The deliverables for Work Package 2 fall within the current DOD budget allocation and include the development of the policies, strategies and plans of the Defence Programmes.
- **Work Package 3: Capital Interventions Priority Support Systems.** Work Package 3 focuses on enabling capabilities that are presently on the inventories of Services and Divisions by enhancing priority sustainment systems in order that present operational force levels can be maintained. The SANDF will not be able to sustain present force levels in current operations if the deliverables of Work Package 3 are not funded.
- **Work Package 4: Capital Interventions for Priority Capabilities.** Work Package 4 focuses on enhancing particular priority operational capabilities toward achieving current Joint Force Employment (JFE) requirements. The SANDF will not be able to increase force levels to the required level if the deliverables of Work Package 4 are not funded (e.g. Increase the number of landward sub-units deployed on border safeguarding per year from 15 to 22 landward sub-units).
- **Work Package 5: Deliverables to Maintain Comprehensive Defence Capabilities.** Work Package 5 focuses on maintaining comprehensive defence capabilities to ensure a sustainable growth path toward the Government's Defence Ambition. If Work Package 5 is not funded, the SANDF will not be able to maintain the core conventional capabilities that are required.

Due to the RSA the fiscal challenges and the concurrent declining year-on-year defence baseline allocation over the previous MTSF period, the expected resource allocation to support the implementation of the "*Plan to Arrest the Decline*" work packages, has not been fully realised during the 6<sup>th</sup> Administration. Not only has the envisaged incremental defence baseline allocation not been realised, the year-on-year reductions have exacerbated the defence decline resulting in the cost-driven

packages not being realised and/or compromised. The envisaged implementation of the SA Defence Review 2015, inclusive of the 2024 revision of the Review as submitted to the National Executive, will remain in the main, unachievable in the absence of the commensurate progressive departmental funding from the fiscus.

During the period of this Plan, the re-evaluated SA Defence Review 2015 (Revised Level of Defence Ambition which includes Chapters 9, 10 and 15), as submitted to the National Executive on 31 October 2024, pending Cabinet approval and sustainable funding level of an estimated 1.5% of GDP, will inform the reconfiguration of the costed and non-cost deliverables of the “Plan to Arrest the Decline.”

During the 2022 MOD&MV Budget Vote, the MOD&MV provided Multi-MTSF strategic direction to the Department in support of the SA Defence Review 2015 Goals and Tasks, through the following five primary defence imperatives (National Security Themes):

- **Safeguarding of the Nation** through military missions, such as border safeguarding, maritime security, support to the SAPS and other ordered internal operations.
- **Securing Regional Development** through a Peace and Security Capability, which speaks both to the deployment of robust forces and support to the African Union (AU) Peace and Security Architecture.
- **Ensuring Hard Power** through the maintenance of a Core Combat Capability to protect the sovereignty of South Africa.
- **Protecting** South Africa’s **intangible sovereignty** through support to the National Cyber Resilience Initiative and ensuring Defence Digital Protection.
- **Nation Building** through contributions to South Africa’s National Development Imperative through high-impact projects, the development of appropriate future defence leaders, and innovation in approaches to conducting defence business.

## DOD POLICIES AND STRATEGIES

The following envisaged and existing departmental policies and strategies, as reflected in Table 4, will continue to provide departmental **strategic direction** to the DOD during the 2024-2029 Medium Term Development Plan (MTDP) and DOD Strategic Plan 2025 – 2030.

**Table 4: Governing DOD Policies and Strategies**

Serial No	Policy and Strategy Names	Short Description
1	White Paper on National Defence of the RSA, May 1996.	The White Paper presents the defence policy of the Government following a process of consultation with Parliament and the public during 1996. Its principal purpose is to shape legislation pertaining to Defence and to inform citizens and other states, particularly those in Africa, of South Africa’s strategic intent and defence policy principles. The White Paper is also intended to serve as a confidence and security building measure in Southern Africa. This policy covers matters such as: the mandate of Defence, civil-military relations, the structure of Defence, human resource policies, budgetary considerations, arms control and the defence industry.
2	South African Defence Review 2015.	The South African Defence Review 2015 provides a long-term National Defence Policy and Defence Strategic Trajectory to be pursued by the country over multiple MTDP periods. The South African Defence Review 2015, although not appropriately funded, remains the National Policy on Defence as it remains largely valid and appropriate, although predicated on an incremental improvement in the defence allocation.

Serial No	Policy and Strategy Names	Short Description
		The outcome of the 31 October 2024 re-evaluation and analysis of the current Defence Review 2015, located within current security and fiscal realities, with specific reference to the defence trajectory and growth path as posited in <b>Chapter 9</b> ("The Defence Strategic Trajectory"), <b>Chapter 10</b> ("Force Generation Guidelines") and <b>Chapter 15</b> ("Defence Industry Policy and Strategy"), will inform subsequent departmental implementation.
3	Defence Strategy.	<p>The Defence Strategy is derived from, amongst others, the National Security Strategy and national policy mandates (SA Defence Review 2015), projecting the posture of defence both nationally and internationally.</p> <p>The Defence Strategy serves to frame the Defence Function, define key relations, proposed strategic deliverables and balance the ENDS, WAYS and MEANS.</p> <p>The Defence Strategy aligned with the National Policy on Defence, once revised and approved, will serve as the foundational strategy, informing departmental business processes and subsequent organisational structural arrangement.</p>
4	Military Strategy.	The Military Strategy provides strategic guidance for force employment, force preparation, force support and force renewal by means of Military Strategic Objectives, strategic missions, strategic concepts and strategic capabilities in compliance with prevailing Constitutional and legislative requirements, with its Constitutional mandate, national policy on defence [the White Paper on Defence, 1996 and the SA Defence Review, 2015] and Governmental direction. The strategy is under development.
5	Defence Secretariat Strategy (Defence Governance and Accountability Strategy).	The Defence Secretariat Strategy outlines the ENDS, WAYS and MEANS in achieving sound Departmental Governance and enhancing civil control of Defence in compliance with prevailing Constitutional and legislative requirements. The Defence Secretariat Strategy was approved on 01 March 2019. The implementation of the Defence Secretariat Strategy will continue through a phased approach to identify departmental administration capability requirements, which will inform departmental organisational arrangements.

## RELEVANT COURT RULINGS

**Table 5: DOD Pending Court Ruling**

Serial No	Pending Court Case Description	Implication/s of Pending Court Case
1	<p>The pending court case, to be noted, remains between Plaintiffs (Beverly Security Ltd and Beverly Securities Inc.) and Armscor, which commenced on 29 April 2014. The amount of EUR million 192 is a claim for commission against Armscor for services allegedly rendered by Plaintiffs (Beverly Securities Ltd and Beverly Securities Inc.) represented by Jorge Pinhol.</p> <p>Beverly Securities Ltd and Beverly Securities Inc. have filed an application in the High Court of Pretoria to compel the Auditor-General of South Africa to make available documentation in their possession related to the litigation in Portugal. This matter served before the Lisbon Court on 13 to 23 September 2023 and was adjourned for preparation of the heads of argument, which were due during November 2023. Judgment on this matter is expected during FY2024/25. The status quo remains as no further court proceedings took place since the end of FY2024/25.</p>	The outcome of the pending court case may have a negative impact on the DOD's financial resources (financial loss) against Armscor. The total litigation cost as at 18 January 2024, is estimated at R21 634 913 and may increase pending the finalisation of this matter.

## REFLECTION OF DOD STRATEGIC PLAN (2020-2025) 6<sup>TH</sup> ADMINISTRATION PERFORMANCE

The DOD faced several challenges in terms of the 2020 – 2025 Strategic Plan evaluation. These challenges, as emanating from the DOD Mid-Term Evaluation Report, DOD Quarterly Performance Reports for the FY2024/25 and DOD Annual Report 2023/2024, highlight significant policy, financial, operational, and governance constraints, requiring departmental intervention where possible during the

period of this Plan. The following performance challenges are relevant:

- Declining Defence Budget Allocation. The incremental decrease in the defence baseline budget allocation over multiple financial years, resulted in the decline in defence capabilities and the inability of the DOD (SANDF) to fully execute its legislative mandate. The SANDF's prime mission equipment has become increasingly outdated, whilst the threats the DOD faces are becoming more technologically advanced, particularly in cyber security. The capabilities, of all Services and Divisions of the SANDF were detrimentally impacted by the lack of maintenance contracts for prime mission equipment not being in place, and subsequently resulting in the unavailability of spares for the capabilities across the Landward, Air and Maritime domains which adversely impacted on the Operations<sup>9</sup>. During the period of this Plan, engagements with identified departmental stakeholders (Parliament, National Treasury and the DPME) will continue to pursue an incremental defence base line allocation, estimated at 1.5% of GDP thereby enabling the realisation of the national policy on defence.
- Governance and Accountability. Ongoing concerns related to departmental financial and resource management remained a concern of external assurance providers (AGSA). The DOD remains faced with repeat audit qualifications, particularly in areas of (1) Goods and Services and Investments (Special Activities), (2) Moveable Tangible Capital Assets, (3) CoE, (4) Irregular Expenditure (FY2023/24). Continuous reactive internal DOD initiative and management interventions were not able to meet the desired reduction in audit qualifications to the desired end-state of 1. Additional areas of concern were as follows:
  - Claims against the Department.
  - Consequence management was not implemented to create a culture of compliance with policies and legislation and to deter further irregularities.
  - Incomplete Annual Financial Statements.
  - Insufficient oversight on Expenditure management.
  - Inadequate Asset Management.
  - Inadequate Procurement and contract management.
  - Internal control deficiencies.
  - Unused medical equipment at 1 Military Hospital.
  - Payment of inflated invoices for emergency ambulances services.
- Compensation of Employees. The DOD Budget allocation identifies the CoE portion as a priority area. The DOD continues to implement human resource cost-saving measures to manage the pressures on the CoE portion of the budget, however was not able to ensure CoE keep within the budget ceiling. During the period of the Plan, national and departmental exist strategies and mechanism will be implemented in order to reduce the current CoE pressures.
- Inadequate Modern and Integrated Information and Communication Technology (ICT) Systems. Aged ICT legacy systems perpetuated the non-integration and non-modernisation of defence

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<sup>9</sup> Information Sourced from DOD AR 2023/2024.

systems contributing to defence inefficiencies and data integrity and non-legislative compliance. The development of the DOD Enterprise Architecture, strategically guiding the integration and modernisation of the defence ICT architecture, was not concluded in the absence of strategic departmental funding, organisational structures and the required skills capacity. During this period of the plan, a strategic assessment of scarce departmental resources will continue placing departmental ICT modernisation and integration as a departmental imperative.

- Non-compliance with the National Conventional Arms Control Act No 39 of 1994. Although the DOD will continue with Secretariat and administrative support to National Conventional Arms Control Committee and the processing of permits and other services as may be directed by the Scrutiny Committee and the NCACC, the lack on an integrated ICT System will impact on the supported information for decision making and the management of effective and efficient administration and internal control processes.

## PART B: STRATEGIC FOCUS

### VISION

“Effective defence promoting a peaceful, secure and stable democratic South Africa”.

### MISSION

“Ensure sound departmental administration, enabling the preparation, employment, sustaining and renewal of defence capabilities in accordance with the needs of South Africa as regulated by the Constitution, National Legislation, Parliamentary and Executive direction”.

### DOD ORGANISATIONAL VALUES

The DOD has committed itself to organisational values that are rooted in individual values, codes of conduct and unit cohesion. For the period of this Plan, in the execution of the Defence Mission Statement, the DOD will pursue the following organisational values:

- Accountability. We shall answer for the outcomes of the DOD, the behaviour of our members, as well as the actions and performance in the execution of our constitutional obligations within an organisational culture of consequence management.
- Commitment to Constitutional Values. We shall reiterated the importance of adhering to constitutional values, the rule of law, and good governance, upholding democratic principles while fostering accountability and transparency at all levels of the department.
- Consultation Rooted in Effective and Efficient Partnership and Collaboration. We shall encourage and improve links with other Government departments, relevant Organs of State and identified stakeholders. We will strengthen partnerships with industry, allies and the community at large. We shall promote collaboration within the DOD, harmonise activities and systems and, where possible, share knowledge.
- Discipline. We shall consistently uphold a high level of discipline. We shall individually and collectively sustain and safeguard the profile and image of the defence establishment as a disciplined profession.
- Ethics. We shall adopt and encourage reasonable working practices. We shall not be deflected by the demands of own vested interests but those of the DOD. We shall foster fairness and trustworthiness in all that we do. We shall not ignore difficult issues or situations.
- Excellence. We shall build on what we do well and actively foster a climate of success. We shall invest in our people and encourage innovation. Where possible, we shall provide appropriate incentives and recognise individual and team contributions.
- Leadership. Leadership is the capacity and the will to rally men and women to perform a common purpose or task, utilising the individual's or group's capabilities within the organisational culture and has the character that will inspire confidence and produce effectiveness based on moral and ethical authority.
- Openness and Transparency. We shall ensure clear communication and common understanding. We shall ensure that our messages and intentions are clearly understood. We shall listen to clients' concerns and make sure we understand and take into consideration what they are saying

to us. We shall aim to create a climate of trust and transparency in our decision-making.

- People. We shall uphold the values as adopted in the founding principles of the Constitution and as further expressed in the Bill of Rights.
- Service Standards. Service standards are based on clear direction and strong leadership. Our priority is, and shall always be, to maximise our defence capability and our contribution to peace and security. We shall maintain high standards of excellence and professionalism in everything we do.
- Teamwork. Within the DOD, we are a single team and as such embrace a single purpose. We shall debate issues fully, whilst rigorously representing our individual responsibilities. However, our overriding aim is to reach conclusions that best serve departmental interests and then to act on them.

### **DOD INDIVIDUAL VALUES**

The following individual values form the framework through which the individual values of DOD members will be pursued in support of the organisational values of Defence. The DOD individual values are as follows:

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

### **DOD SITUATIONAL ANALYSIS FOR THE PERIOD 2025 TO 2030**

The DOD's Situational Analysis stems from a comprehensive examination of both external and internal factors that influence the Defence mandate, desired impact, planned outcomes, outputs, activities, and inputs. The identified high level challenges, amongst others, include the following; declining Defence budget allocation, non-implementation of the SA Defence Review 2025, lack of appropriate governance and accountability, challenges in compensation of employees, ageing prime mission capabilities, inadequate ICT systems, lack of departmental consequence management and financial management. The DOD's interventions to address these areas are articulated through its programs and sub-programmes, along with the relevant performance information. This alignment will continue to inform future departmental policies, strategies, and planning processes.

## EXTERNAL ENVIRONMENTAL ANALYSIS

The external environment refers to factors external to the DOD outlining forces and trends that could affect the RSA and more specifically the DOD.

### POLITICAL DIMENSION

South Africa's national security<sup>10</sup> is centered on the advancement of its sovereignty, democracy, national values freedoms, and political and economic independence.<sup>11</sup> The political dimension provides an understanding the geopolitical landscape, international relations, and internal political stability which encompasses global, continental and regional political dynamics that influence RSA's national security, defence policies, strategies and plans. A significant challenge facing the DOD is the dynamic nature of global power distribution<sup>12</sup>. The shift from a unipolar to a multipolar world order, primarily driven by the rise of Asia, particularly China, and the relative decline of the United States' hegemonic influence, presents global opportunities and threats. The increasing tensions between major powers, exemplified by the Russia-Ukraine conflict and territorial disputes involving China, create an unstable international environment that South Africa will be required to navigate.<sup>13</sup> The world has become significantly less peaceful over the past decade, with conflicts erupting in multiple regions. Active conflicts are at their highest levels in decades, with conflict-related deaths nearly quadrupling from 2020 to 2022. "Interstate armed conflict" is ranked as the fifth highest risk driver over the next two-year risk horizon. Additionally, international interventions in intrastate conflicts are increasing<sup>14</sup>.

The DOD has put in place measures to monitor and respond to international developments. This includes enhancing defence diplomacy engagements aligned with National Foreign Policy objectives as well as defence engagements with key global players, participating in multinational exercises, and maintaining readiness to adapt to rapidly changing geopolitical scenarios. The DOD is focused on contributing to regional and international peacekeeping efforts, which helps in fostering global stability and enhancing South Africa's strategic partnerships. Defence Diplomacy engagements will be further directed by the envisaged Defence Diplomacy Policy, which is expected to be approved and implemented during the period of this Plan. This policy will establish the strategic framework and initiatives for conducting Defence Diplomacy, aligning with the Government's foreign policy objectives. It will be integrated into Outcome 1, which focuses on "*Accountable and effective governance of the DOD to enhance civil control of the Defence function.*"<sup>15</sup>

Defence diplomacy engagements are strategically aligned with governmental foreign policy objectives and facilitated through the deployment of Military Attachés and Advisors in 44 Defence Attaché Offices,

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<sup>10</sup> Definition as per the Public Procurement Act, 2024 (Act No. 28 of 2024): "**national security**" includes the protection of the people of the Republic and the territorial integrity of the Republic against— (a) the threat of use of force or the use of force; (b) foreign acts directed at undermining the constitutional order of the Republic; (c) terrorism or terrorist related activities; (d) espionage; (e) exposure of a state security matter with the intention of undermining the constitutional order of the Republic; (f) exposure of economic, scientific or technological secrets vital to the Republic; (g) sabotage; (h) cyber-attack; (i) serious violence directed at overthrowing the constitutional order of the Republic; and acts directed at undermining the capacity of the Republic to respond to the use of, or the threat of the use of, force and carrying out of the Republic's responsibilities to any foreign country or international organisation in relation to any of the matters referred to in this definition, whether directed from, or committed within, the Republic or not, but does not include lawful political activity, advocacy, protest or dissent;

<sup>11</sup> South African Department of Defence. (2015). South African Defence Review 2015. Pretoria: Government Printer. p. iv, p.29.

<sup>12</sup> Department of Defence Environmental Scan 2023 for the Medium Term Expenditure Framework Cycle FY2025/26 - FY2027/28 and Beyond dated June 2023; Pages 16 to 17.

<sup>13</sup> Department of Defence Environmental Scan 2023 for the Medium Term Expenditure Framework Cycle FY2025/26 - FY2027/28 and Beyond dated June 2023; Pages 16 A1 to A38.

<sup>14</sup> World Economic Forum Global Risks Report 2024, Page 21.

<sup>15</sup> The DOD Situational Analysis in the Strategic Plan will only allude to the matters that is aligned to either Outcome 1 or Outcome 2 of the DOD Results Based Model. Further details on outputs and activities will find its place in the DOD APP 2025.

that aid and support cooperative ventures with its counterparts throughout the world in fields such as training and education, defence planning, exchange visits, multinational exercises, and procurement of military equipment which is managed through the DOD Outcome 2, “*An effective and sustainable DOD capacitated to execute mandated commitments*”.

As a component of the GNU's Minimum Programme of Priorities (9) for the “peaceful resolution of conflicts to achieve the African Agenda 2063”, Chapter 6 (Aspiration 4) which envisions “a peaceful and secure Africa”, the DOD will support this GNU national imperative by contributing to peace, security, democracy, enabling socioeconomic development in SADC and across the continent. This is attained by providing mission-ready defence capabilities to fulfill its mandated Defence commitments through mandated external operations. These operations form part of the DOD Outcome 2, “*An effective and sustainable DOD capacitated to execute mandated commitments*”

## **ECONOMIC DIMENSION**

The economic dimension focuses on the impact of economic trends and conditions on the DOD's budget, resources, and overall capacity to fulfill its Constitutional mandate. This dimension includes both global and domestic economic factors. In the Budget Speech delivered on February 21, 2024, the Minister of Finance projected a modest increase in global growth from an estimated 3.1% in 2024 to 3.2% in 2025, with South Africa's annual GDP growth expected to average 1.6% between 2024 and 2026. Despite this improved global outlook, South Africa's growth remains hampered by declining commodity prices and persistent structural constraints.<sup>16</sup> Annual consumer inflation was projected to decrease from 4.5% in 2024 to 3.5% in 2025.<sup>17</sup> According to the SA Reserve Bank, the inflation target range is 3% to 6% for SA. The current inflation is at 3,2% as at February 2025.<sup>18</sup>

South Africa's economic environment appears to be stabilising within the SA Reserve Bank's target range of 3% to 6%. This moderation in inflation could ease fiscal pressures on government spending, potentially allowing for greater predictability in budgeting and resource allocation for the DOD. However, despite the favorable inflation outlook, broader economic challenges, including slow economic growth, constrained fiscal space, and competing national priorities, may limit additional defence funding. The perpetual decrease in the Defence budget allocation has continued to adversely impact on the Defence mandate and organisation. The budget allocations for recent financial years, including the 2025/26 fiscal year, highlight a significant risk for the DOD as a “Severely Constrained Defence Allocation”<sup>19</sup> that fails to provide the financial resources required for equipment maintenance, operational readiness, and the support of “South Africa Defended and Protected” through a modern, effective and sustainable Defence Force capacitated to execute the defence mandate. The risk has been highlighted over a number of years.

The Defence's Ministerial Strategic Intent (Ministerial Directive MODD/0001/2022 Strategic Direction for the DOD across Multi-Medium-Term Strategic Framework Planning Periods, dated 27 August 2022), underscores the necessity for the DOD to establish a realistic and sustainable Defence Value Proposition that considers fiscal constraints while addressing South Africa's national interests and Constitutional obligations. The DOD was tasked with formulating a revised national policy position for Cabinet approval regarding a feasible and sustainable “Level of Defence Ambition” across multiple MTDP periods. This review is critical for securing the programmatic and sustained funding for the defence portfolio.

<sup>16</sup> Minister of Finance 2024 Budget Speech 21 February 2024, Department: National Treasury, RSA.

<sup>17</sup> KPMG: [https://kpmg.com/za/en/home/newsroom/press-releases/2024/12/south-africas-economy-facing-optimistic-future.html#:~:text=South%20Africa's%20economy%20facing%20optimistic%20future%20\\*,4.5%20in%202024%20to%203.5%20in%202025.](https://kpmg.com/za/en/home/newsroom/press-releases/2024/12/south-africas-economy-facing-optimistic-future.html#:~:text=South%20Africa's%20economy%20facing%20optimistic%20future%20*,4.5%20in%202024%20to%203.5%20in%202025.)

<sup>18</sup> <https://www.statssa.gov.za/?page=P1041> February 2025.

<sup>19</sup> Extracted from DOD Enterprise Risks FY2025/26.

The CiC's engagement with the DOD on 24 January 2024 and subsequent guidelines require that an Interim Force Concept should be developed within an incremental MTDP defence financial budget allocation reaching 1.5% of GDP, which are being pursued. Historic defence baseline allocation trends indicate a decline, with allocation of 0.86% of GDP in FY2021/22, 0.76% in 2022/23, 0.76% in 2023/24 and 0.68% in 2024/25 and 2025/26 0,70 against a minimum requirement of 1.8% of GDP in 2014 Rand Value terms<sup>20</sup>. To address the decline in the defence allocation, the DOD, through the re-evaluation of the SA Defence Review 2025, has drafted and submitted on 31 October 2024 to the Presidency and the Minister of Finance for consultation, the Draft Future Defence Policy Concept, the Draft Military Capstone Concept, the Draft Military Strategy 2025 – 2055, as directed by the CiC. A Defence Industry Strategy will support the latter through the creating of resourced capacity within the defence industry.

As part of the GNU's Minimum Programme of Priorities (1) on “structural reforms and transformative change,” and aligned with the Critical Success Factor (3) of an “Effective Organisational Structure,” the DOD is committed to supporting national imperatives through key initiatives which are as follows:

- Finalising the Future Defence Policy Concept. This concept, which outlines the Defence Level of Ambition, is currently awaiting consultation with national structures, including the National Treasury and the Presidency.
- Organisational Renewal. The revised South African Defence Review 2015, will guide the development of sub-ordinate strategies and guide **macro** and **micro** departmental structural reforms.

These initiatives are being addressed within Outcome 1, “*Accountable and effective governance of the DOD to enhance civil control of the Defence function*”.

## SOCIAL DIMENSION

The 2022 South African Census highlights the demographic shift in terms of an ageing population. These demographics note the change of the median age of the RSA population of 62 million from a median age in 1996 of 22 years to a median age of 28 years in 2022<sup>21</sup>. Challenges arise from demographic shifts of ageing population that may adversely impact on defence rejuvenation, requiring a departmental adaption of current policy, strategy and plan to mitigate this demographic shift. By adapting recruitment strategies to address these demographic shifts, the DOD can better align its operations to ensure the development of a skilled and diverse workforce capable of meeting future challenges. The rejuvenation of personnel serves as a strategic response to demographic shifts by focusing on youth recruitment, skills development, and leadership training within the SANDF and the DOD. These initiatives are vital for ensuring that the defence remains effective and capable in addressing contemporary challenges while adapting to an aging population.

- Addressing Demographic Challenges by Focusing on Rejuvenation of Personnel through MSDS. Rejuvenation of personnel through the MSDS was specifically designed to rejuvenate the ranks of the SANDF by recruiting young individuals, directly addressing the challenges posed by an aging population within the military. By infusing new talent and energy into the force, the MSDS ensures a more balanced age demographic.
- Addressing Demographic Challenges by Focusing on Employment Opportunities for Youth through Internships. By targeting younger South Africans for recruitment, the internships address high unemployment rates among youth, thereby contributing to national socio-economic stability. This is

<sup>20</sup> DOD PCD Presentation dated 11 July 2024.

<sup>21</sup> Statistics South Africa, 2022. *Census 2022*. Pretoria: Statistics South Africa.

crucial as an aging population may lead to a shrinking workforce; thus, integrating younger individuals into the DOD helps mitigate potential labour shortages.

Effective communication with DOD stakeholders fosters transparency and accountability in the DOD. <sup>22</sup>Through open and transparent communication, it will be impossible for organisations to hide improper actions. By encouraging openness, it strengthens public confidence and supports a culture of responsibility, ensuring that DOD actions align with societal values and expectations. The DOD has an effective Communication Strategy and annual Communication Plan that remains vital for enhancing DOD stakeholder management relations and managing public perception of military activities.

The DOD conducts public opinion surveys relevant to the execution of the defence mandate every two years, the last survey conducted being for the period FY2023/2024. The survey results indicated that 77% of the RSA adult population was proud of the SANDF. The public opinion surveys provide valuable insights into public perception of defence, informing, amongst others, departmental strategic planning. Leveraging these surveys is essential for gauging societal sentiments towards defence and military activities and this matter is being addressed in Outcome 2 of the DOD RBM, *“An effective and sustainable DOD capacitated to execute mandated commitments”*.

## TECHNOLOGICAL DIMENSION

The rapid evolution of technology allows people to see, create and share information faster than ever before. This evolution allows for individuals, groups and even nations to organise and act swiftly to changes in the environment, at times organising of violent activities<sup>23</sup>. Rapid advancements in technology, particularly in areas such as cybersecurity, unmanned systems, and advanced weaponry, directly impact the capabilities and requirements of the SANDF. Staying abreast of these technological developments is crucial for maintaining modern operational readiness.

The DOD continues to scan the African battlespace and global technological trends in order to forecast current and future technological requirements. Once identified, emerging technologies go through a departmental research and development process to identify whether the technology is fit for purpose for the SANDF. The process is regulated by the Handbook for Defence Technology Development – Defence Acquisition Policy 5000 (Edition 1), 10 July 2019. To drive this technological transformation, the DOD has approved the Technology Development Masterplan (TDMP).<sup>24</sup> The Plan has been approved by the Armament Acquisition Council (AAC), chaired by the MOD&MV and now authorises the allocation of funds towards the technology development requirements specified by the SANDF, within the given budgetary constraints. This strategic initiative aims to establish and sustain a technology-ready foundation for the SANDF's capabilities. Furthermore, the DOD is pursuing specific technology development programs to maintain critical capabilities at its Defence Research Institutes such as but not limited to the mobile Multi-Role Surveillance Radar for the SA Air Force. This radar, if successful will be able to be reconfigured for the SA Navy platforms. Additional projects include the Hostile Firing Indicator, currently being integrated and evaluated onto the Augusta 109 helicopter platform. In the Naval environment, the process of handing the Tower Escape Safety System over to the SA Navy, which allows submariners to escape with a well-designed safety suite and ladder that allows them to exit the submarine under water, is being undertaken. These capabilities can be leveraged for the development and acquisition of new equipment, as well as the associated doctrines.

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<sup>22</sup> Department of Defence Environmental Scan 2023 for the Medium Term Expenditure Framework Cycle FY2025/26 - FY2027/28 and Beyond dated June 2023; Page 15 – Drivers of Change.

<sup>23</sup> Department of Defence Environmental Scan 2023 for the Medium Term Expenditure Framework Cycle FY2025/26 - FY2027/28 and Beyond dated June 2023; Page 15 – Drivers of Change, Page 11

<sup>24</sup> Def Sec QPR1 FY2024/25, B-2 dated 24 July 2024

Rapid digitisation during the COVID-19 pandemic led to new cyber vulnerabilities.<sup>25</sup> The rising international trend of the cyber targeting of institutions and processes remains a concern for South Africa. Cyber adversaries and information security professionals are perpetually engaged in a cyber-race focused on the access to and the prevention of unauthorised access to sensitive data.<sup>26</sup> Within the current MTDP, the DOD, pending funding, will expedite the approval, and implementation of a Cyber Defence capability, aligned to the 7 March 2012 approved National Cybersecurity Policy Framework, in consultation with identified stakeholders. The DOD was unable to finalise the Cyber Strategy and Cyber Implementation Action Plan necessary for establishing the Cyber Command during the previous MTSF 2019 to 2024. The challenge was primarily due to ongoing consultations with both internal and external stakeholders, compounded by insufficient funding. For the FY2025/26, effort will be placed on the conclusion of the development of the Cyber Strategy and the Cyber Implementation Action Plan to give effect to the Cyber Command. The intervention is addressed within Outcome 2 of the DOD RBM, *“An effective and sustainable DOD capacitated to execute mandated commitments”*.

The Public Service Regulations 2016 prescribes that the use of an acknowledged Enterprise Architecture method for ICT planning is compulsory with effect from 01 August 2016<sup>27</sup>. Furthermore, the 2016 National Integrated ICT Policy White Paper (Chapter Four), directs Government’s approach to providing the drive for inclusive digital transformation in government<sup>28</sup>. The concept of Digital Government should serve as a catalyst for innovation and transformation within the DOD. It is essential to eliminate outdated systems that operate in isolation and to modernise and optimize legacy application systems. This alignment with organisational outcomes and deliverables will significantly enhance the effectiveness and efficiency of service delivery. As articulated in the SA Defence Review 2015, the establishment of an Integrated Defence Enterprise Information System (IDES) is essential for driving defence administration and command and control functions. This concept must be aligned to the National Treasury’s Integrated Resource Management System, and should serve as the backbone of defence information management. As part of the 7<sup>th</sup> Administration Critical Success Factor (9) “Digital Transformation and Innovation”, the DOD will pursue the digital transformation of DOD business through the development of a comprehensive Defence Digital Strategy and Implementation Plan, governed by the Enterprise Architecture framework, pending the required resource allocation, skills and structural arrangements. The development and submission for approval to the AO of the Enterprise Architecture Policy and Enterprise Architecture Strategy by the GITO supported by the functional DOD ICT Investment Committee governance structure, specialists and Enterprise Architecture tools, will enable the provision of departmental ICT strategic direction. DOD ICT governance will be managed within Outcome 1 of the DOD RBM, *“Accountable and effective governance of the DOD to enhance civil control of the Defence function”*.

## LEGAL DIMENSION

The legal dimension encompasses the regulatory and legislative frameworks that govern the DOD. Compliance with national and international laws, treaties, and regulations remains a requirement for maintaining the legitimacy and operational effectiveness of the DOD. Legal considerations impact a wide range of activities, from operational conduct and procurement processes to human rights obligations and environmental responsibilities.

Any unfavourable actions of deployed personnel have the potential for violating International Law, and Human Rights Law, undermining the legitimacy of missions abroad. If left unaddressed, unfavourable incidents may reverse the progress made in stabilising the peace mission areas, erode public trust in

<sup>25</sup> WEF Global Risks Report 2022, Page 20.

<sup>26</sup> Cited in DOD Environmental Scan 2020: M.D. Vertuli and B.S. Loudon (Eds) Historical Case Studies of Information Operations in Large-Scale Combat Operations, Army University Press, 2018.

<sup>27</sup> Republic of South Africa, 2016. *Public Service Regulations 2016*. Pretoria: Government Printer.

<sup>28</sup> Republic of South Africa, 2016. *National Integrated ICT Policy White Paper*. Chapter Four. Pretoria: Government Printer.

military operations and may lead to significant political ramifications and operational setbacks. The SANDF continues to participate in peacekeeping operations in responding to global, continental and regional security threats. The SANDF will continue to ensure that personnel involved in such operations are conversant with International Law regulating the use of force when conducting both offensive and defensive actions in the theatre of operations. In this regard, the DOD provides pre-deployment training/Mission Ready Training on the Law of Armed Conflict (LOAC) to all deployed SANDF members, emphasising the importance of adhering to international Human Rights Law and the ethical treatment of individuals in the areas of operation. By fostering a culture of respect for human rights within military operations, the DOD is able to enhance operational effectiveness and maintain the support of local communities.

The Public Procurement Act, 2024 (Act No. 28 of 2024) which was assented to by the President RSA on 18 July 2024 is a significant piece of legislation aimed at establishing a comprehensive framework for public procurement in South Africa. Its primary objectives is to regulate public procurement processes, implement a preferential procurement framework, and enhance transparency and integrity within procurement practices. The Act outlines that all state departments and public entities must use a standardised, preferential framework when procuring goods and services. The provisions of the Act will be implemented through Regulations, which will be formally announced in a Gazette. The DOD will initiate the departmental policy process to align its departmental policies to the relevant provisions of the Public Procurement Act, 2024, pending the implementation date, and this intervention will be addressed within the Outcome 1 of the DOD, *"Accountable and effective governance of the DOD to enhance civil control of the Defence function"*. In terms of existing legislation, the DOD has in place the *"Policy on Preferential Procurement in the Department of Defence IDODP&P/00235 (Edition 1)"* which has been effected through the DOD Implementation Instruction 03/2023: Process and Procedure for Preferential Procurement in the DOD dated January 2023 (DOD: Standard Bid Document 6.1), dated 06 April 2023. This departmental implementation instruction, directs departmental processes and procedures enabling departmental preferential procurement in the DOD.

In an effort to contain and minimise litigation costs against the DOD, it is envisaged that during the period of this plan the implementation of the approved DOD Policy on Litigation and Legal Advice will address these challenges as it aims to establish a **litigation forum** within the Defence Legal Advisory environment, facilitating the management of legal proceedings brought against the DOD which is managed within Outcome 1 of the DOD RBM, *"Accountable and effective governance of the DOD to enhance civil control of the Defence function"*. However, the associated resources in support of this policy are to further be determined to inform the successful implementation plan.

## ENVIRONMENTAL DIMENSION

The World Economic Forum's (WEF) Global Risks Report 2024 highlights escalating environmental threats that pose significant challenges to global stability and security. Among these, extreme weather events, climate change, biodiversity loss, natural resource shortages, natural and man-made disasters as well as pollution are identified as significant environmental risks. The report ranks "extreme weather events" as the highest risk in 2024, the second highest risk over the next two years, and the highest over a ten-year period, indicating their potential to cause severe global crises<sup>29</sup>. Understanding these environmental dynamics is crucial for strategic planning and operational readiness for the military missions. The implications of these risks extend beyond environmental concerns, impacting national security, resource allocation, and military effectiveness. The environmental risks outlined above have potential tangible impacts on the DOD<sup>30</sup> as outlined below.

<sup>29</sup> World Economic Forum Global Risks Report 2024, Pages 7, 8 & 11.

<sup>30</sup> Department of Defence Environmental Scan 2023 for the Medium Term Expenditure Framework Cycle FY2025/26 - FY2027/28 and Beyond dated June 2023; Page 6, A-48 to A-52.

- **Operational Disruptions.** Climate change and extreme weather events may disrupt military operations, capabilities and hinder the mission readiness of the armed forces. Key military aspects potentially affected by climate change include:
  - **Infrastructure and Installations.** Military bases and installations are at risk of flooding and other extreme weather-related damage.
  - **Personnel Health.** The mental and physical health of military personnel can be adversely affected by extreme temperatures and changing environmental conditions.
  - **Clothing.** Adequate clothing are necessary to ensure personnel are able to operate effectively in diverse and increasingly harsh environments.
  - **Prime Mission Equipment.** The performance of critical military equipment may be compromised by extreme weather conditions.
- **Resource Allocation.** The increased competition for increasingly scarce resources may necessitate military involvement in humanitarian assistance and disaster relief operations, thereby stretching the DOD's current capabilities and resources beyond current capacity. Additionally, modernising prime mission equipment to incorporate climate-resilient capabilities and infrastructure remains a significant challenge due to insufficient funding.
- **Strategic and Military Planning.** The DOD integrates environmental considerations into its strategic planning processes, recognising that climate change are national security issues that have the potential to affect geopolitical stability.

The SANDF has historically been called upon to conduct humanitarian and disaster aid relief operations in support of local government authorities and other state departments, both within the RSA and in the SADC region. Recurring natural disasters in the SADC Region, have highlighted the necessity for a DOD Rapid Deployment Capability (RDC) that involves a capability able to undertake peace support and intervention missions outside the borders of the RSA, and an internal capability able to cooperate with the South African Police on short notice. The incremental establishment of the RDC began in 2022 and will continue, with further resource expansion planned during the 2025 MTEF. The SANDF's deployment in disaster management in cooperation with the Department of Cooperative Governance and Traditional Affairs (COGTA), is managed within Outcome 2 of the DOD RBM, "*An effective and sustainable DOD capacitated to execute mandated commitments*", which enhances the Department's role in national emergency preparedness and response. This positions the SANDF as a key player in managing and mitigating the impacts of natural disasters, thereby safeguarding national security and contributing to a more sustainable future.

## MILITARY DIMENSION

The nature of conflict is evolving and the distinction that separates military responses from other containment measures is becoming increasingly blurred as significant overlaps exist across the traditional understanding of conventional, unconventional and hybrid forms of conflict as all three have the potential to manifest simultaneously. The operational environment of the future will become increasingly complex and uncertain requiring continued research and development to position the SANDF for future requirements. Inadequate funding enabling the execution of SANDF military operations inclusive of the funding required to modernise ageing prime mission equipment, continues to have an adverse impact on the defence force. The SA Defence Review 2015 was adopted as the national policy on Defence, however, the implementation thereof has remained constrained due to a lack of appropriate funding. In this regard, the MOD&MV has directed the development and implementation of a realistic Future-Defence Concept for the Defence of the RSA taking cognisance of

key defence capabilities and systems for their future relevance. In response, the DOD has developed and submitted to the Presidency and Minister of Finance for consultation, the following:

- A comprehensive SANDF SWOT Analysis and Comparative Combat Power Analysis.
- A Draft Defence Capstone Policy Concept for the Republic of South Africa (RSA).
- A Draft Military Capstone Strategising Concept for the Defence and Protection of the RSA.
- A Draft South African Military Strategy, Force Design and Force Structure for the period 2025 – 2055.

South Africa is required to maintain a credible resourced defence capability and adopt a posture demonstrating resilience, irrespective of the nature of potential conflict. Within the current defence resource constraints, defence will endeavour to ensure the following, associated with Outcome 2 of the DOD RBM, *“An effective and sustainable DOD capacitated to execute mandated commitments”*.

- Prevention and Resolution of Conflict. South Africa’s contribution to the prevention and resolution of conflict will be enhanced through the integration of its diplomatic, military and other efforts in a complementary manner, and in some instances, supported by appropriate military capabilities that strengthen South Africa’s capacity to influence international developments.
- Peace Support Operations. A number of states in Africa can be classified as complex security areas that may require the deployment of the SANDF as part of the multinational armed forces of the United Nations (UN), AU and SADC region. South Africa will continue to participate in peace missions in support of South Africa’s foreign policy and as part of multinational commitments. To ensure security and stability in the SADC Region and on the African continent, enabling economic growth.
- National Maritime Security.
  - SA is strategically situated along vital sea routes of the world namely the South Atlantic, Indian and the Southern Oceans. The South African coastline covers a distance of approximately 3 924 kilometres, with the maritime domain remaining crucial to the South African economy with more than 90% of its trade dependent on the security of the seas. Securing the RSA sea trade routes, its territorial waters and the Exclusive Economic Zone (EEZ) is vital to the nation and the State. Maritime threats such as maritime crime and piracy, terrorism, illegal fishing, smuggling of contraband, illegal dumping of toxic waste and uncontrolled migration via the sea are ever-present.
  - The process of drafting an Integrated National Maritime Security Strategy, coordinated by the Department of Transport, is at an advance stage, with contributions from departments and agencies involved in governance and enforcement at sea such as the South African Navy as a main stakeholder in the RSA’s Maritime Domain and the Department of Forestry, Fisheries and the Environment, (DFFE). The strategy aims to show how South Africa will be positioned to secure its waters, where particular actors have jurisdiction and over what, and current gaps in capacity and legislation. Patrolling and safeguarding the EEZ of the RSA is being conducted under the auspices of Operation CORONA. It is envisaged that the SA Navy refit plan for identified naval capabilities will bear positive results in the combat of naval threats along the RSA coastlines and within the SADC region, while simultaneously enhancing maritime security to improve trade by ensuring safer shipping lanes and bolstering economic activity through more secure regional waters.

- SADC Maritime Security Strategy. The Maritime Security Strategy (MSS) was developed in response to growing maritime security challenges in the region, particularly along the East Coast of Africa, where piracy, illegal fishing, and other transnational crimes have been prevalent. The need for a unified approach emerged as individual nations struggled to effectively combat these threats. Cabinet approved the Strategy on 20 April 2011 and was promoted and endorsed through the structures of the SADC on 9 August 2011 and was adopted as the SADC Maritime Security Strategy. The SADC Maritime Security Strategy aims to facilitate long-range patrols along the East Coast of the SADC region, particularly in the Mozambique Channel, which lies outside the Exclusive Economic Zone (EEZ) of South Africa. The South African Navy is tasked with undertaking extensive maritime patrols not only off the East Coast but also extending to the West Coast of the African continent through Operation COPPER.
- Border Safeguarding.
  - South Africa's borders are the physical manifestation of its national sovereignty, comprising the land, air, maritime and cyber domains that are internationally recognised by law and remain under the physical control and political authority of the South African State. Current social and security challenges in the South African society are a reflection of the pressures on social services and the lack of adequate resources to meet them. Porous borders, smuggling of small arms and light weapons, criminal syndicates trafficking in stolen goods and property, the illegal sale of South Africa's natural resources and proximity by terror groups, amongst others, remain relevant challenges. Securing South Africa's borders remains a matter of national security, requiring adequate resources supported by appropriate border-line sensor capabilities and supporting infrastructure.
  - Through the phased implementation of the Integrated Border Management Strategy (IBMS), as the Government-wide strategy to defend, protect, secure and manage the South African Borders, under the leadership of the Department of Home Affairs, the DOD will continue to safeguard the RSA borders. In support of the IBMS, the DOD will continue with the development of the DOD Border Safeguarding Strategy for the FY2025/26. The Implementation Protocol between the Border Management Authority (BMA) and the DOD prescribes the operational cooperation between the two organs of state. The DOD (SANDF) continues to deploy 15 sub-units to safeguard the borderline of the RSA with an ultimate increase to 22 sub-units pending resource availability.
  - The DOD Border Safeguarding Optimisation Plan (BSOP), which consists of Air, Land, Maritime domains, will be developed for the FY2025/26 and aims to enhance the effectiveness of border security operations through several key initiatives, such as, Technological enhancements (advance surveillance equipment and Unmanned Aerial Vehicles [UAVs]) and Infrastructure improvements (upgrading and maintaining of border facilities).
- Provide Humanitarian Assistance, Disaster and Aid Relief. The Disaster Management Act, 2002 (Act No. 57 of 2002) and the National Disaster Management Framework, 2005 imposes duties and responsibilities on the three spheres of Government. One of these duties is for an Organ of State involved in the disaster management to prepare and implement a Disaster Management Plan. As part of the Department's obligations to the Disaster Risk Reduction and Disaster Management, the Disaster Management Plan will receive the required level of attention during the period of this Plan. The DOD in terms of the Disaster Management Act, 2002, continues to assist in disaster and aid relief and humanitarian assistance through external operations in the SADC Region and internal operations in support of SAPS and other departments as directed by Government in support of the people of the RSA.

## DEPLOYMENT OF THE SANDF

The employment of the SANDF through internal operations, as tasked by Government, will enable the building of cohesion and safer communities, executed through Outcome 2 of the DOD RBM, “*An effective and sustainable DOD capacitated to execute mandated commitments*” and will enable the following in terms of SANDF employments:

- Execution of international obligations.
- Safeguarding the territorial integrity of South Africa through effective border safeguarding operations.
- Co-operation with the SAPS to effect law and order.
- Support to other Government departments.
- Provide support to humanitarian, disaster and aid relief operations.
- Contribute to national cyber resilience.
- Provide support to the national imperatives of Government.
- Provide support to the President, as and when required.

## INTERNAL ENVIRONMENTAL ANALYSIS

The internal environment refers to factors that have been identified as trends that could have an impact internal to the DOD.

## MILITARY POLICY, STRATEGY AND PLANNING

The SANDF Long-Term Capability Development Plan 'Journey to Greatness' is a long-term roadmap aiming to guide the SANDF from its legacy capabilities to a modern defence force over multiple MTDP periods supported by a resourced financing model. The Plan follows an incremental capability development approach based on internal, external, and cyber scenarios, while being cyclic and flexible for regular reviews. For the period of this Plan further development and costing will be conducted on the key deliverables which include the following:

- Restructuring the Force. The restructuring of the SANDF is a focus area of both the Minister of Defence and Military Veterans (MOD&MV) and the C SANDF. The intention is to move away from a management-centred defence force to one that embraces command and control, with the command being the focal point. This involves a return to the CS1 to CS9 staff system, starting with the CS5 (Planning) structure as the benchmark at all levels. It also entails balancing and re-organising the Defence Force as the foundation for future growth.
- Development of a Disaster Management Capability. Establish a fully functional Disaster Management Capability within the SANDF by the end of the Medium-Term Development Plan (MTDP) period to enhance national resilience and rapid response to emergencies. The capability is to be established to address disaster management in terms of both natural disasters and manmade insecurity. This pillar is closely linked with the rapid deployment capability and entails:
  - Formulate a comprehensive Disaster Management Strategy that clearly outlines roles, responsibilities, and operational frameworks.

- Ensure the strategy aligns with national disaster response frameworks, defence mandates, and intergovernmental coordination mechanisms.
- The measure of the readiness and effectiveness of the SANDF to respond to and manage both natural and manmade disasters.
- DOD Border Safeguarding Optimisation Plan. The DOD Border Safeguarding Optimisation Plan represents a detailed and comprehensive plan to improve the effectiveness of Border Safeguarding (SA Military Strategic Mission 3) from the current measured effectiveness indicator of 51,7% to an acceptable level, through investment in the correct System Elements (POSTEDFIT) in the different SANDF capabilities. This is determined by prioritising these capabilities that directly influence border safeguarding operations, and thereafter determining which System Element's enhancement will cause the biggest improvement of the mission. It also serves as a tool to determine how to utilise allocated resources the most effectively in the in-year, as well as the multi-medium term strategic frameworks, depending on the level of ambition that will balance affordability and requirements. As part of the Medium-Term Development Plan (MTDP), the South African National Defence Force (SANDF) is committed to enhancing national security through the progressive implementation of the Border Safeguarding Optimisation Plan (BSOP). This comprehensive strategy aims to strengthen South Africa's border protection capabilities across all operational domains, ensuring a more integrated, technologically advanced, and responsive border security framework. The plan targets 25% implementation during the MTDP period and 50% implementation by its conclusion, focusing on key domains, which are:
  - Land Domain: Reinforcing border patrols, surveillance, and rapid response capabilities to counter illicit cross-border activities.
  - Air Defence Domain: Expanding aerial surveillance through drones, reconnaissance flights, and intelligence-driven air operations.
  - Maritime Domain: Enhancing naval and coastal security through improved radar monitoring, patrols, and interdiction capabilities.
  - Military Health Services Domain: Strengthening deployed military medical support systems to sustain border operations and personnel welfare.
  - ICT & Intelligence Domain: Modernising real-time surveillance, intelligence-sharing, and secure data integration to enhance decision-making.
  - Support Domain: Ensuring sustainable logistics, infrastructure, and personnel deployment to maintain operational effectiveness.
- Information, Communication and Technology Renewal and Optimisation. Modernise and integrate the defence ICT architecture by addressing legacy system challenges and establishing a robust, future-ready environment that supports data integrity, operational efficiency, and legislative compliance. Aged ICT legacy systems have historically contributed to inefficiencies by inhibiting integration, modernisation, data integrity, and compliance with legislative requirements. The development of the DOD Enterprise Architecture was designed to serve as the strategic guide for the integration and modernisation of the defence ICT infrastructure that ensures operational efficiency, data integrity, and full legislative compliance.

- Establishment of the Rapid Deployment Capability. The SANDF will progressively develop and operationalise a Rapid Deployment Capability (RDC) over the next five years to enhance its ability to respond swiftly to emerging security threats across multiple domains. The RDC will be developed as a joint capability within the SANDF, structured into two distinct yet complementary concepts—internal deployment and external deployment—ensuring strategic responsiveness across multiple operational environments. The RDC is a joint and multidimensional SANDF deployment capability consisting of land, air, maritime, military health and Special Forces, with dedicated specialist and supporting elements capable of being deployed internally and externally for a wide range of missions at short notice – within 25 hours – and in a phased approach.
- Model Units. Each of the four Services (SA Army, SA Air Force, SA Navy and SA Military Health Service [SAMHS]) must identify four units to be developed into model units that will serve as a benchmark for other units in the respective Services. The respective Services are expected to establish one training unit, one operational unit, one support unit and one Reserve Force unit, each with the approved minimum facilities. These units must be elevated to fully equipped, staffed and resourced force structure elements that are self-sufficient, sustainable and operationally deployable. In the first phase of this effort, the selected units will be standardised and upgraded with a view to improving their functionality and eventually enhancing the effectiveness and public image of all military units.
- Clothing the Force. The SANDF will prioritise the functional clothing requirements essential for operational effectiveness, ensuring that combat dress for deployed forces and other specialised attire remain adequately resourced. This approach will guarantee that all personnel are properly equipped for mission success, while maintaining sustainability and cost-efficiency in the clothing supply system. By implementing a structured procurement and replenishment strategy, the SANDF will enhance readiness, morale, and professionalism, ensuring that clothing supports both mission-critical performance and long-term operational sustainability.

## **HUMAN RESOURCES DIMENSION**

In terms of the government's call for National Unity and Reconciliation, the DOD will continue to promote inclusivity and cohesion within its ranks and through its operations, ensuring that the DOD and the SANDF reflects the diverse society it serves. During the 2025/26 MTEF, the DOD will optimise workforce management and ensure sustainable Human Resources (HR) policies aligned to the strategic objectives of government.

The continued implementation of HR measures in line with the “*Ministerial Directive to Implement HR Interventions to Reduce HR Cost Pressures dated 31 March 2021, amended Directive dated 23 January 2024*” aiming to reduce HR cost pressures and enable the DOD to remain within the CoE allocation, thereby enabling the efficient resource allocation and financial sustainability. However, due to the requirement for employment of SANDF members during internal and external operations, the Reserve Force utilisation increased which further contribute to the increase of the departmental CoE expenditure. The Department closely monitors, in accordance with section 49(1)(b) of the Public Finance Management Act, 1999, the CoE expenditure by means of regular reporting on all the relevant departmental fora.

As part of the Department's efforts to reduce the CoE expenditure, the Mobility Exit Mechanism (MEM) for SANDF members was introduced in the FY2022/23. The high input cost of this departmental exit strategy, implies that savings have not materialised to date but will only be realised during the period of this Plan. The pressures on the CoE allocation and high cost of exiting the Regular force poses a challenge in striking a balance between keeping a lean workforce while attracting the necessary talent to ensure the achievement of the Defence mandate.

Alignment to the Ministerial Directive MODD/0001/2022 dated 27 August 2022 requires the following which will be managed within DOD Outcome 1 of the RBM: *“Accountable and effective governance of the DOD to enhance civil control of the Defence function”*.

- A review of the practices and criteria used by the SANDF to recruit, select, appoint, promote and place its members which calls for the envisaged rejuvenation of the SANDF through a revised HR Strategy.
- Accelerated recruitment of appropriate highly skilled people into specialised environments be developed on the utilisation of Reserve Force members for military operations and other military tasks.
- Require the urgent progression of the next generation of leaders into leadership posts.
- Review the current protracted and cumbersome process to recruit, select and appoint Public Service Employees in the Department.
- It is the intention that the DOD will introduce lifestyle audits to ensure integrity and accountability among its personnel, particularly in the procurement environment. These audits will monitor the alignment between individuals' declared financial activities and their actual lifestyles, detecting and deterring corruption, fraud, and unethical behaviour. Implementing lifestyle audits will help uphold the highest standards of conduct within the Department, fostering a culture of transparency and trust.

## **HR TRANSFORMATION MANAGEMENT**

In order to foster a diverse and inclusive workplace, gender mainstreaming and the institutionalisation of Women, Youth, and Persons with Disabilities (WYPD) will be pursued during the 2025/26 MTEF. Ongoing efforts include the formulation, approval, and implementation of the DOD Annual Transformation and Equity Plan and the approval of the revised DOD Transformation Management Policy scheduled for approval in FY2025/26. These initiatives aim to achieve an equity balance within the DOD staff component, as assessed against the Country Gender Indicator Framework (CGIF). The DOD will continue to pursue equity requirements for gender representation, race, age, and inclusion of WYPD. Continuous enhancements to departmental reporting systems are required to enable the disaggregation of WYPD data, ensuring visibility and accountability in HR practices. The envisaged upgrade of the Financial Management System (FMS) to enable Departmental budget allocation for WYPD interventions within its internal environment will receive attention.

During the period of this Plan, the DOD will continue the implementation of the following initiatives:

- In alignment with the implementation of the Gender-Responsive Planning, Budgeting, Monitoring, Evaluation, and Auditing Framework (GRPBMEAF), the DOD has completed its submission for the "Progress Reports by National Government Departments Responding to Interventions on the Implementation of the Framework," covering the period 01 October 2023 to 31 March 2024. This submission was finalised in February 2025. Once the findings are made available by the DWYPD, the DOD will take the necessary steps to address any identified shortcomings during this planning period.
- The DOD supports Pillar Two ie “Prevention and Rebuilding of Social Cohesion” of the National Strategic Plan on Gender-Based Violence and Femicide by prioritising efforts to combat Gender-Based Violence (GBV) as a national and departmental imperative. This includes implementing Sexual Misconduct Prevention Programs for DOD personnel to foster a safe and respectful

working environment.

- The issuing of departmental human resources (inclusive of matters pertaining to WYPD) planning guidelines to inform the subsequent development of departmental planning instruments and resource allocations,
- Increase levels of administrative, compliance, discipline and the implement HR policies and HR systems in support of the effective and accountable management of the DOD HR function,
- The utilisation of the DOD Reserve Force members to address HR capacity gaps enable the “*One-Force Concept*” and strengthen the Department's ability to fulfil its operational commitments.
- Conducting of annual departmental Transformation Management and cohesion programmes that include the following:
  - Youth Dialogue.
  - Youth Week.
  - Gender seminar.
  - Men’s dialogue.
  - Disability awareness.
  - International Day for People with Disability.
  - Leadership Seminars.

Overall, these interventions underscore the DOD's commitment to sustainable HR management, diversity, and inclusion, aligning with the broader organisational mandate and values.

## **FINANCE DIMENSION**

In light of the economic challenges, effective financial management within the DOD remains paramount to ensure resource allocation aligns with strategic priorities. Adherence to financial regulations and internal controls is essential to mitigate the risk of mismanagement or corruption, particularly in the context of weaker fiscal revenues and pressure on government borrowing.

Given budgetary constraints the DOD will continue to prioritise key initiatives and explore alternative funding sources to sustain operational capabilities and fulfil its Constitutional mandate. The DOD focus is on identifying and maximising revenue generation streams. These include:

- Ensuring maximum reimbursements through agreed Memoranda of Understanding.
- Implementing cost recovery for services rendered.
- Efficient and effective management of DOD Intellectual Property by Armscor. Armscor through the Management of an IP Register will continue with the management of DOD IP. Past experience indicated that IP exploitation did not generate the required revenue. The IP Register, amongst others, will continue to serve as a control measure of the IP on behalf the DOD.

The DOD will endeavor to comply with the PFMA and the Forum of South Africa Directors-General (FOSAD) imperatives to enhance financial transparency, efficiency, and accountability, which includes but not limited to prioritising the timely payment of legitimate supplier invoices within 30 days. To address current challenges posed by aged ICT systems and manual business processes hampering the payment of suppliers, it is envisaged that the DOD Financial Management System (FMS) will be enhanced during the period of this plan. The matter will be managed within Outcome 1 of the DOD RBM, *“Accountable and effective governance of the DOD to enhance civil control of the Defence function”*.

In accordance with Ministerial Directive MODD/0001/2022 dated 27 August 2022, the MOD&MV has directed a comprehensive review of budget allocations for all budget holders to ensure alignment with national, departmental priorities and funding will be reassigned based on jointly identified priorities. The feasibility and implementation of a revised departmental budget structure, pending the approval of the revised DOD organisational Macro-structure will be considered during the period of this Plan.

## LOGISTICAL DIMENSION

Departmental assets and facilities are managed within Outcome 2 of the DOD RBM, *“An effective and sustainable DOD capacitated to execute mandated commitments”*. Logistics Support Services will ensure the sustainment of centralised common matériel management, centralised facilities management, logistics services and logistics strategic direction to the DOD.

- Strategic Direction. The DOD requires clear strategic direction to optimise its supply chain management practices. The supply chain management policy governance environment in consultation with stakeholders is tasked with addressing Ministerial Directive MODD/0001/2022 dated 27 August 2022, which includes reviewing the current procurement system as part of the *“Stabilisation of the Department of Defence”*. This task entails a complete overhaul of the DOD Procurement Function, including policy, strategy, plans, structure, and systems, to optimise procurement in the DOD.
- Asset Management. The DOD manages a vast array of assets, including equipment, vehicles, facilities, and infrastructure. Effective asset management is crucial for optimising resource allocation, maintaining operational readiness, and meeting mission requirements. The DOD employs mechanisms such as the Departmental Asset Management Reporting Forum and the Logistics Division Staff Council to oversee the DOD asset management processes. However, challenges such as audit findings related to movable tangible capital assets highlight the need for enhanced monitoring and evaluation structures. The DOD, through the functional structure policy owner, will support the establishment of structures for asset management monitoring and evaluation in order to mitigate audit findings related to *“Movable Tangible Capital Assets”*. These improvements aim to mitigate audit findings and ensure comprehensive oversight of movable tangible capital assets.<sup>31</sup>
- Procurement. Procurement within the DOD is governed by regulatory frameworks, including the National Conventional Armaments Control Act and Broad-Based Black Economic Empowerment (BBBEE) requirements. Specific challenges from the Auditor-General of South Africa (AGSA) Findings 2022/2023 related to non-compliance with prescribed supply chain management laws, regulations, the procurement process followed was not fair, equitable, transparent, cost-effective and competitive which may result in financial losses to the DOD.
- The DOD procurement processes are optimised through the monitoring of compliance to the *“Policy on Preferential Procurement in the Department of Defence IDODP&P/00235 (Edition 1)”* which is

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<sup>31</sup> During the period of this Plan, the Asset Management Structures will be established as part of the DOD Macro and Micro re-structuring process.

effected through the DOD Implementation Instruction 03/2023: Process and Procedure for Preferential Procurement in the DOD dated January 2023 (DOD: Standard Bid Document 6.1), dated 06 April 2023. This departmental implementation instruction, directs departmental processes and procedures enabling departmental preferential procurement. The DOD policy and implementation instruction, continue to be monitored to ensure the following; an increase in the level of tenders awarded to historically disadvantaged individuals (HDIs), increase the level of spend to HDIs, improving the level of collaboration with Small, Medium and Micro Enterprises (SMMEs), and the promoting of annual preferential procurement awareness programmes. Furthermore, the policy and implementation instruction, inform the guidelines in awarding a tender and the scoring system (*Specific Goal Contributor*) in order to make provision for the prevalence of women, youth, persons with disabilities' and military veterans owned companies.

- The DOD remains informed on the latest developments in procurement legislation. Once the President announces the implementation date for the Public Procurement Act, 2024 (Act No. 28 of 2024), which was assented to on 18 July 2024, the Department will initiate its policy alignment process to ensure compliance with the relevant provisions of the Act.

**Capacity Building and Training.** Developing internal capacity and expertise is essential for enhancing supply chain management capabilities within the DOD. This involves providing training and development opportunities for personnel involved in procurement, logistics, and asset management functions. Investing in skills development ensures that staff are equipped with the knowledge and skills required to navigate complex supply chain challenges effectively. The following interventions have been undertaken to impart skills to members:

- **PFMA and Treasury Regulations Course.** External training service providers are engaged to deliver comprehensive courses on the Public Finance Management Act (PFMA) and Treasury Regulations. These training programs are conducted on a continuous basis to enhance the understanding of legal and procedural frameworks among members.
- **Anti-Fraud and Ethics Training.** Procurement training programs offered by the Department include focused modules on fraud, corruption, and ethics. This ensures that personnel are well-informed regarding potential risks and ethical practices, empowering them to act with integrity in their roles.

## **INFORMATION AND COMMUNICATION TECHNOLOGICAL DIMENSION**

The Defence ICT Dimension faces significant challenges due to aged ICT systems and the need to align these with national Digital Government initiatives. Modernising DOD ICT infrastructure will remain essential to enhance operational efficiency and support Defence ICT operations. Addressing these challenges is crucial for ensuring the DOD's effectiveness and alignment with strategic imperatives.

**Digital Government (Transformation).** Digital Government initiatives aim to transform and innovate government services, necessitating the elimination of non-integrated and aged ICT systems. The intention to renew and rationalise aged application systems as part of modernisation and optimisation processes calls for the establishment of an Integrated Defence Enterprise System (IDES) as outlined in the Defence Review 2015. Alignment with the Ministerial Directive MODD/0001/2022 dated 27 August 2022 is paramount for the realisation of "*A Defence Enterprise Architecture practice that enhance both the ability of the Chief of the South African National Defence Force to exercise Military Command and Control and the ability of the Secretary for Defence to ensure Statutory Governance and Accountability*" must be addressed.

**Departmental Enterprise Architecture Policy and Strategy.** Establishing a departmental Enterprise Architecture Policy and Strategy, scheduled for development during the FY2025/26, will facilitate the

creation of a digital platform for ICT planning, ensuring alignment with future operational requirements. The policy will further inform and guide the deliverable of an Enterprise Architecture.

- Development of the Digital Strategy and Implementation Plan. The development of the Digital Strategy and Digital Implementation Plan will be initiated during the FY2025/26, concurrently with the Enterprise Architecture Policy and Strategy.

## ORGANISATIONAL STRUCTURE

The South African Defence Review 2015 requires organisational interventions to re-position the Defence Secretariat and restructure the SANDF.<sup>32</sup> The current DOD Structure is deemed to be non-aligned with the evolving requirements of Defence and as such requires renewal and optimisation. To this effect, the MOD&MV issued a Ministerial Directive MODD/0001/2022 dated 27 August 2022: *Strategic Direction for the Department of Defence Across Multi Medium-Term Strategic Framework Planning Periods* with the aim, amongst others, to providing strategic direction in terms of:

- Planning for renewal in the DOD across multi-medium strategic framework periods.
- The development of an appropriate and coherent DOD structure in compliance with national legislation applicable to organisational structures in the Public Service.

A departmental Project Charter guiding the departmental restructuring effort was approved by the Acting Secretary for Defence on 19 June 2023 indicating the following phases:

- **Phase 1:** The Macro structuring phase will commence upon project approval by the MOD&MV in consultation with Minister of Public Service and Administration (MPSA) (FY2025/26).
- **Phase 2:** The Micro structuring phase will follow on the Ministerial approval of the DOD Macro structure and will focus on the micro structuring of Level 1, 2 and 3 of the DOD in consultation with MPSA (FY2026/27 to FY2028/29).
- **Phase 3:** The structure implementation phase will follow on the Ministerial approval of the DOD Micro Structuring and will entail Departmental change management initiatives as well as HR Staffing (FY2029/30 onwards).

## DOD STAKEHOLDER ANALYSIS AND MANAGEMENT

Stakeholder analysis and management aim to identify, understand, and engage individuals or groups with an interest in or influence over the DOD. Through departmental interaction with identified DOD stakeholders, the DOD aims to foster collaboration, address stakeholder requirements, and align their contributions with organisational outcomes. By assessing their expectations and potential impact, this process mitigates risks, enhances decision-making, builds trust through transparent communication, and supports the successful planning and execution of departmental initiatives.

The public opinion of the DOD's utility is a key success factor in building consensus on defence by instilling public confidence in the country's military and remains paramount in the success of its mandate.

Using detailed information gathered during the strategic planning process, and aligned with the institution's strategic focus, the DOD stakeholders in the table provided below provides broad

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<sup>32</sup> SA Defence Review 2015, Chapter 9-16 Par 76.

information in relation to the DOD's Stakeholders and the purpose of engagement during the period of the Plan.

**Table 6: DOD Internal and External Stakeholders**

Stakeholder	Stakeholder Purpose	Purpose of DOD Engagement for the Five year period
Cabinet.	The Cabinet is responsible for the general administration and direction of the South African government. It includes development and implementation of national legislation and policy.	To gain approval for DOD policy, plans, and secure budget support for strategic defence initiatives.
Parliament.	Holds DOD accountable, ensure that DOD is spending money wisely, represent the interests of their constituents.	To maintain transparency in defence spending and secure parliamentary support for DOD programs and oversight.
National Council of Provinces.	Holds DOD accountable, ensure that DOD is spending money wisely, represent the interests of their constituents.	To ensure coordination with provincial concerns, particularly in terms of security and resource allocation.
National Treasury.	Oversight of financial management and budget allocation.	To secure budgetary support and ensure alignment of defence spending with national financial priorities.
Department of Planning Monitoring and Evaluation.	Government-wide oversight and coordination.	To ensure that DOD policies, strategies and plans align with government-wide outcomes and national development goals.
Department of Public Service and Administration.	To ensure efficient public service practices and human resource management within the DOD.	To ensure adherence to public service regulations and improve the management of human resources within DOD.
Auditor-General South Africa.  (External Assurance Provider).  (DOD Audit Committee).	To ensure compliance with audit requirements and promote transparency in defence spending. Oversight accountability and governance in the public sector.	To obtain expert advice on financial management and strengthen governance structures within the DOD.  To ensure transparency, meet audit compliance, and improve public trust in the management of defence resources.
Portfolio Committee on Defence / Joint Standing Committee on Defence/National Council of Provinces/Standing Committee on Public Accounts.	Parliamentary oversight and policy formulation.	To gain parliamentary approval on defence policies and enable oversight of defence function.
Research and Academia.	Provision of research, education, and scholarship.	To inform defence policies with evidence-based research and foster innovation and strategic thinking in the DOD.
Inter-Governmental Clusters.	The objective of clusters is to coordinate government programmes at national and provincial levels, ensuring alignment with government-wide priorities.	To ensure effective integration of defence priorities into broader government planning and coordination efforts.
Civil Society Organisations.	Promote transparency and accountability in DOD, advocate for the interests of military veterans and their families.	To build trust, ensure accountability, and incorporate civil society input on military veteran welfare.

Stakeholder	Stakeholder Purpose	Purpose of DOD Engagement for the Five year period
Private Sector.	Provide goods and services to DOD, ensure that DOD is getting the best value for its money.	To foster partnerships, ensure best value procurement, and enhance innovation in defence goods and services.
Media.	Report on DOD activities, hold DOD accountable, inform the public about DOD's work.	To manage public perception, promote DOD's achievements, and maintain accountability through media engagement.
Citizens.	May have a general interest in DOD's activities and expenditure.	To build public support for national defence initiatives and promote transparency in military spending.
Trade Unions.	Formed in the interest of protecting the collective interests of the labour force.	To ensure stable labour relations, address concerns on working conditions, and engage unions in policy development.
Suppliers.	Provide goods and services to DOD.	To secure reliable, cost-effective suppliers that meet DOD needs while ensuring efficient procurement processes.

## GOVERNANCE DIMENSION

### INTERNAL ASSURANCE PROVIDER: INTERNAL AUDIT

For the DOD to ensure the reduction in the number of audit qualifications, the DOD Internal Audit Division provides independent, objective assurance and consulting services designed to add value and improve the organisation's operations. To foster a performance-driven organisation, the Internal Audit tracks departmental progress against the Performance Indicator "Percentage audits completed in terms of the resourced Risk-Based Internal Audit Plan". This Plan, endorsed by the Audit Committee, is monitored to ensure adherence to the annual target of 100% as per the DOD APP. Additionally, the monitoring and evaluation of the implementation of audit action plans of the Services and Divisions, aimed at addressing audit findings, are carried out in the appropriate forums.

### STRENGTHENING DEPARTMENTAL GOVERNANCE (2025-2030)

The Department is committed to embedding good governance as a strategic priority for the 2025-2030 period to drive accountability, operational excellence, and alignment with national norms and standards. This initiative will follow a phased approach to assess and enhance governance compliance across the corporate departmental support environments. The phased implementation will focus on identifying current governance gaps, assessing structural, human resource and other limitations, adversely impacting on departmental good governance, and crafting tailored implementation plans to address these challenges.

To ensure departmental good governance the Department will formalise structural interface arrangements between current governance stakeholders that will include, amongst others, established Governance, Risk, and Compliance (GRC) offices, the office of the AO (Chief Compliance Office), departmental Monitoring and Evaluation functions, line and command structures, as well as internal and external assurance providers. Together, this initiative will enhance the Department's ability to effectively account to Parliament and the citizens that we serve.

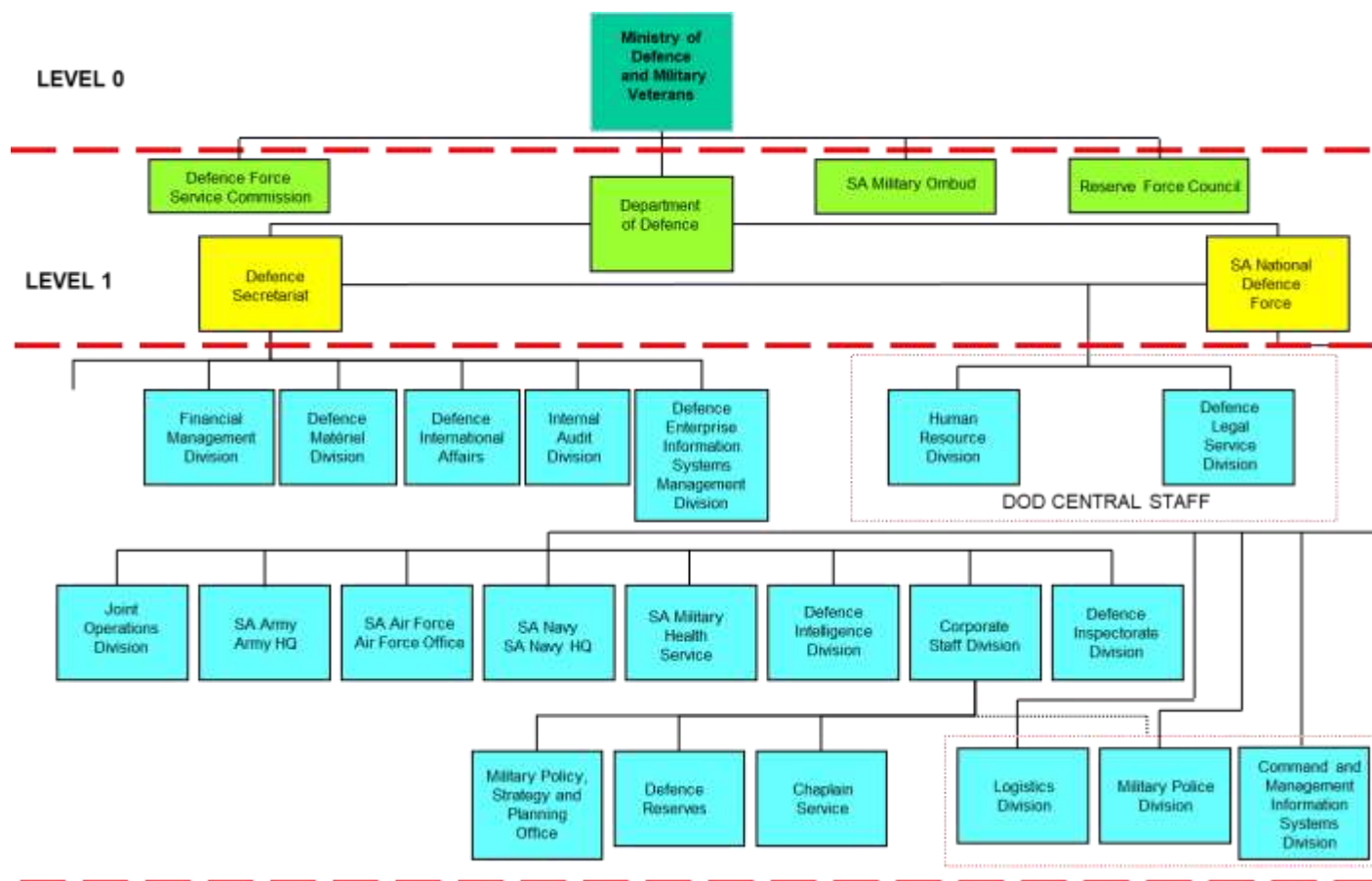
## **OVERSIGHT STRUCTURES**

The DOD functions under robust oversight structures that ensure accountability and transparency. These structures, which include parliamentary committees and internal audit mechanisms, play a crucial role in monitoring the DOD's activities and ensuring compliance with national policies and regulations. The SA Defence Review 2015 emphasises the importance of effective governance and oversight in maintaining a capable and accountable defence force. The DOD has seen an increase in feedback to these oversight structures, necessitating timely and comprehensive responses. This heightened engagement reflects the DOD's commitment to transparency and accountability, as it strives to address concerns and improve its operations within the constraints of available resources. By enhancing its responsiveness to oversight bodies, the DOD aims to maintain public trust and ensure that its activities align with national security imperatives and broader governmental objectives.

## ORGANISATIONAL ENVIRONMENT

The DOD Macro-organisational Structure (2025), as reflected in Figure 6 below, provides the DOD organisational structures that enable the execution of the Defence mandate and the associated interface between the Executive Authority, the Sec Def and the C SANDF. The “*DOD Central Staff*” enable the corporate management and reporting arrangements of these shared organisational structures that include Human Resource Support Services and Defence Legal Services. Matters related to policy outputs of the central staff will be directed, accounted and reported to the Sec Def and the execution-related aspects will be directed, accounted for and reported to the C SANDF in terms of the legislative mandate of the aforementioned. As part of the oversight functions over State Owned Enterprises (SOEs), Armscor and the Castle Control Board (CCB), as Public Entities reporting to the Executive Authority, are reflected on the DOD Macro-organisational Structure.

With Effect from 01 April 2025, approval was obtained for 13 Personnel to be transferred from the Department of Public Enterprises (DPE), oversight function, (Denel SOC Ltd) to the DOD (Administration Programme).



**Figure 6: DOD Macro-Organisational Structure (2025)<sup>33</sup>**

<sup>33</sup> With Effect from 01 April 2025, approval was obtained for 13 Personnel to be transferred from the Department of Public Enterprises, to the DOD which will be managed as project posts under the Secretary for Defence (Joint submission on the Transfer of the Oversight Functions, Staff and Concomitant Resources from DPE to DOD as approved by the MOD&MV on 19 December 2024). DPSA's concurrence on 31 Jan 2025.

## PART C: MEASURING DOD PERFORMANCE

### DOD PERFORMANCE INFORMATION

During the period of this Plan, the DOD will continue to support the priorities of Government as articulated in the NDP, “Vision 2030”, and the 2024-2029 MTDP, thereby ensuring alignment between the DOD and the National Planning Cycle, as articulated in the DPME Revised Framework for Strategic Plans and Annual Performance Plans (2020) and as reflected in Figure 7 below.<sup>34</sup>

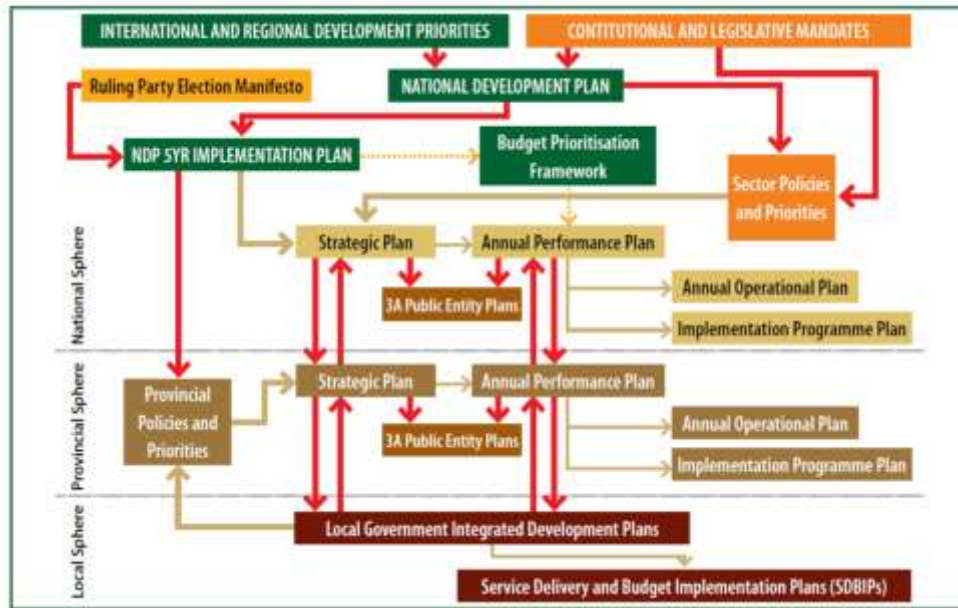


Figure 7: National, Provincial and Local Government Planning Alignment

### DESCRIPTION OF THE DOD PLANNING, BUDGETING AND REPORTING CYCLE

The DOD Planning, Budgeting and Reporting Cycle (hereafter referred to as “DOD Cycle”) as outlined in Figure 8, is aligned and ensures compliance and synchronisation with the prescribed national planning, budgeting and reporting cycle. The DOD Cycle ensures the meeting of the defence mandate in support of the priorities of government and providing ultimate value to the citizens of the RSA. The DOD Cycle undertakes through the following Phases:

- **Phase 1 Oversight by Parliament (Purple).** Integrating the electoral mandate and national imperatives into the mandate of the DOD that inform the desired Output deliverables of defence.
- **Phase 2 Policy Development (Red).** Integrating defence-related national policy into the department to inform subsequent policy development.
- **Phase 3 Strategising (Blue).** Undertaking a defence strategising process aligned with national policy requirements informing the development of the departmental, long-term strategy, guiding the formulation of subordinate departmental strategies.

<sup>34</sup> The DPME Revised Framework for Strategic Plans and Annual Performance Plans (2020), Figure 2.1 “Results-Based Concepts” page 26.

- **Phase 3 Strategic Planning (Blue).** Undertaking the departmental, five-year, MTDP strategic planning process, resulting in the five-year DOD Strategic Plan, aligned with the prevailing national MTDP requirements and approved DOD long-term strategy.
- **Phase 3 Operational Planning and Budgeting (Blue).** Undertaking the development of the resourced DOD APP and DOD Annual Operational Plan (AOP) in support of the DOD SP as the resourced departmental implementation mechanism across DOD budget programmes in pursuance of the approved DOD output deliverables.
- **Phase 4 Performance Monitoring and Evaluation (Green).** The in-year implementation phase of the cycle includes the implementation, monitoring and evaluation on a monthly, quarterly and annual basis to ensure financial and non-financial performance against approved departmental plans. Additional to the national planning cycle, the DOD includes “Long-Term Reporting” inclusive of; MTDP mid-term and end-of-term reports concluding on the performance of the DOD towards the realisation of the approved DOD SP.

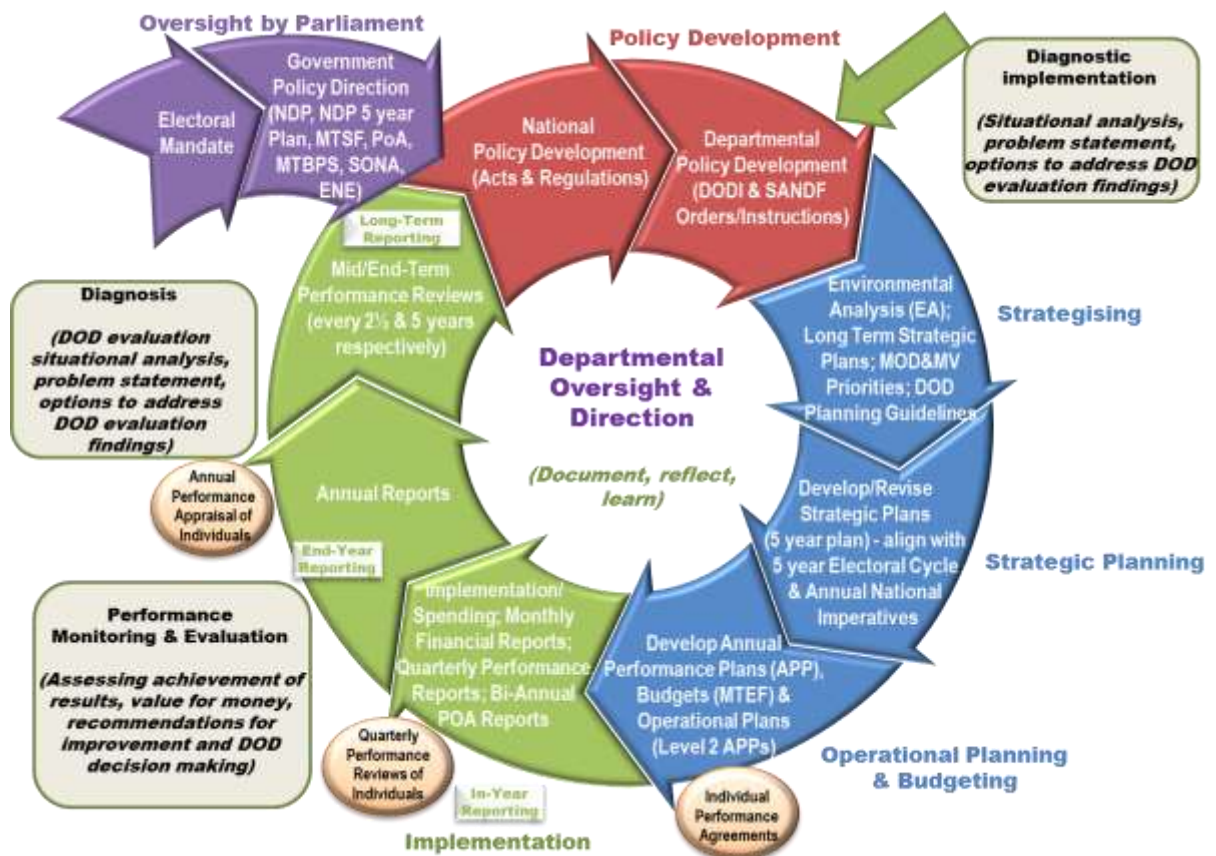
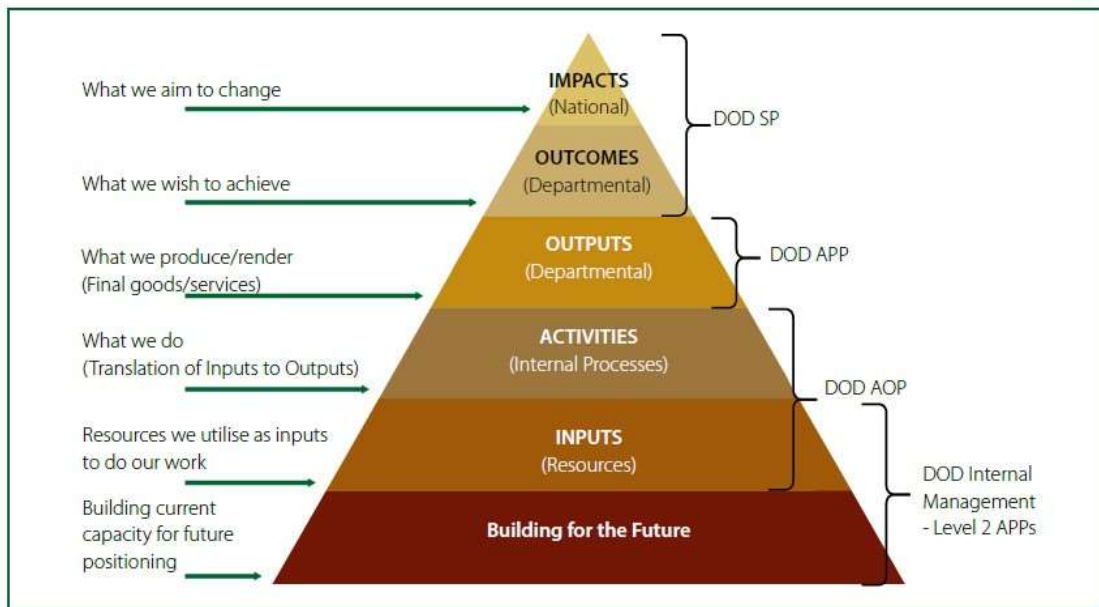


Figure 8: DOD Planning, Budgeting and Reporting Cycle

## DOD RESULTS-BASED MODEL OVERVIEW



**Figure 9: Key Performance Information Concepts (Results-Based Model)**

The Results-Based approach, adopted by government since 1994, is the Theory of Change that enables the departments to articulate terminology needed to achieve their intended results by mapping out the connections between inputs, activities, outputs, outcomes, and impacts. The department will use data and evidence relating to actual results to inform decision-making relating to the design, resourcing and delivery of programmes, accounting and reporting. The DOD RBM is presented in Figure 10. The DOD Activities, as reflected in the DOD RBM below are executed in departmental Level 2 Annual Performance Plans of Services/Divisional/Public Entities and Organs of State as Output deliverables.

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

- **Impacts.** The Defence Impact is defined as “**what we aim to change**”, managed through the achievement of planned outcomes. “Equity” indicators at the “**outcome/impact**” level of the Model explore whether services are being provided impartially, fairly and equitably to all stakeholders.
- **Outcomes.** The Defence Outcomes are defined as “**that which we wish to achieve**” and are the medium-term results for specific beneficiaries that are the consequence of achieving specific outputs.
- **Outputs.** The Defence Outputs are defined as “**what we produce or deliver**” and include the final products, goods and services produced for delivery. Outputs, as with activities and inputs, are planned and budgeted for, and implemented under the control of the Department.
- **Activities.** The Defence Activities are defined as “**what we do on a daily basis**” and include the processes or actions that utilise a range of inputs (resources) to produce the desired outputs and, ultimately, outcomes. “Economy” indicators at the “**input/activity**” level of the models explore whether specific inputs are acquired at the lowest cost and at the right time and whether the method of producing the requisite outputs is economical.

- **Inputs.** The Defence Inputs (resources) are defined as “*what we use to do the work on a daily basis*” and include the resources that contribute to the development and delivery of the departmental Outputs and Activities.
- **Building for the Future.** The Defence perspective Building for the Future (BFF) outlines how Defence will build current capacity to ensure its future sustainability and relevance through structured departmental initiatives and processes.

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

## DOD IMPACT, OUTCOMES, OUTCOME PERFORMANCE INDICATORS AND TARGETS FOR THE MTDP

The DOD Results-Based Model (RBM) has been developed to express the Defence mandate and gives effect to the GNU Critical Success Factor “Focus on impact and results” where the RBM is a strategic management tool that describes the desired impact, outcomes, outputs, activities and inputs as a results chain and shows the logical linkages between the elements. The DOD RBM informing subsequent departmental planning, budgeting and reporting processes is presented in Figure 10.

DOD Outcome Performance Indicators are directly related to/aligned with the constitutional and legislative mandate of Defence and the 2024-2029 MTDP Priorities of Government as provided below:

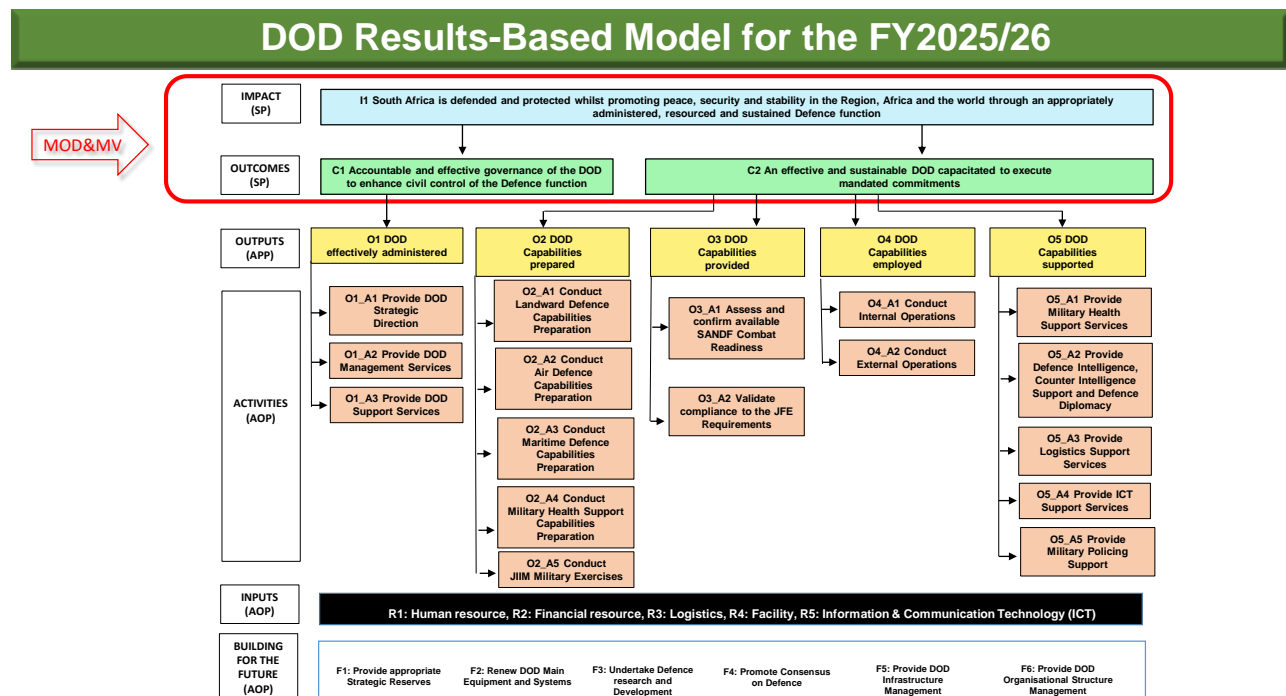


Figure 10: DOD Results-Based Model

## DOD IMPACT STATEMENT

**Table 7: DOD Impact Statement**

<b>Impact Statement</b>	South Africa is defended and protected whilst promoting peace, security and stability in the Region, Africa and the world through an appropriately administered, resourced and sustained Defence function.
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The **DOD Impact Statement** is derived as a direct result of the Defence mandate “*to defend and protect the RSA, its territorial integrity and its people in accordance with the Constitution and the principles of international law regulating the use of force*”. The National Policy on Defence, as articulated in the SA Defence Review 2015, Goal 3 requires of Defence to “*Promote Peace and Security*” through the promotion of strategic influence, peace and security regionally and in Africa. South Africa and the DOD specifically, is a signatory to a number of international agreements that places a responsibility on the DOD to the international community within the mandate of Defence as outlined in Table 7 above. The DOD Impact Statement seeks to ensure support to the national security architecture of the RSA domestically, regionally, continentally and globally.

## DOD OUTCOMES

- **DOD Outcome 1 (RBM prefix C1):** “Accountable and effective governance of the DOD to enhance civil control of the Defence function”. This Outcome reflects the extent to which the DOD adheres to legislative prescripts, through the establishment and oversight of internal controls and accountability.
- **DOD Outcome 2 (RBM prefix C2):** “An effective and sustainable DOD capacitated to execute mandated commitments”, this Outcome reflects on the execution of effective and sustained defence operational commitments as mandated by Government.

The measurement and detailed information in support of the DOD Outcomes are provided below.

**Table 8: Measuring of the DOD Outcomes**

RBM Prefix	DOD Outcomes	Outcome Indicators	Outcome Indicator Description	Baseline (Based on the previous MTSP period - 2019/24)	Five Year Target (2030)
<b>IN SUPPORT TO THE MTDSP STRATEGIC PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE</b>					
C1	Accountable and effective governance of the DOD to enhance civil control of the Defence function.	Percentage compliance with National Defence related Cluster Requirements.	This indicator measures the adherence of the DODs obligations towards Inter-governmental structure requirements relevant to the Defence Function.	New Indicator.	100%.

RBM Prefix	DOD Outcomes	Outcome Indicators	Outcome Indicator Description	Baseline (Based on the previous MTSP period - 2019/24)	Five Year Target (2030)
		Reduction in the number of Balances Qualified in the Financial Statements. <sup>35 36</sup>	This indicator measures the planned reduction of departmental audit qualifications.	4. <sup>37</sup> (Based on the average of the 5 year period with effect from FY2019/20).	2. <sup>38</sup>
<b>IN SUPPORT TO THE MTDP STRATEGIC PRIORITY 3: BUILD A CAPABLE, ETHICAL AND DEVELOPMENTAL STATE</b>					
C2	An effective and sustainable DOD capacitated to execute mandated commitments.	Percentage compliance with mandated Defence commitments as resourced.	This indicator measures the ability of the DOD (SANDF) to comply and execute resourced and sustained military operations.	100%.	100%.
		Percentage implementation of the SANDF Long-Term Capability Development Plan ("Journey to Greatness").	This indicator measures the status of the Implementation of the SANDF Long-Term Capability Development Plan, a long-term roadmap aiming to guide the SANDF from its legacy capabilities to a modern defence force over multiple MTDP periods (2024-2029).	New Indicator.	To be confirmed.
		Percentage compliance with National Defence (SANDF) related Cluster Requirements.	This indicator measures the adherence of the DODs obligations towards Inter-governmental structure requirements relevant to the Defence Function.	New Indicator.	100%.

### DOD PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

Aligned with the DOD RBM, **Figure 10**, the DOD during the period of this Plan will pursue our predetermined Outcomes, in support of the DOD Impact Statement, namely:

- **DOD Outcome 1**, Accountable and effective governance of the DOD to enhance civil control of the Defence function.

<sup>35</sup> The DOD Outcome Performance Indicator relates to the reduction in the number of audit qualifications.

<sup>36</sup> Outcome Performance Indicator is supported by the CSANDF.

<sup>37</sup> (1) Goods and Services and Investments (Sensitive Projects), (2) Irregular Expenditure and (3) Movable Tangible Capital Assets.

<sup>38</sup> SC Decision on 07 Oct 2024 – Target - 02, [1] (Goods and Services and Investments (Sensitive Projects) and [2] Irregular expenditure.

- **DOD Outcome 2**, An effective and sustainable DOD capacitated to execute mandated commitments.

Together, these outcomes position the DOD as a capable, well-governed, and sustainable defence institution, ensuring South Africa's security while contributing to regional and global stability in achieving the DOD impact. The planned departmental performance in support of Outcome 1 and 2 are outlined below.

- **DOD Outcome 1**. DOD Outcome 1, remains fundamental to ensuring that the DOD functions in accordance with national legislative and regulatory prescripts. This outcome focuses on ensuring sound departmental governance, risks and compliance functions that directly enable departmental governance and accountability whilst fostering ethical decision-making and meeting stakeholder expectations.
  - **DOD Outcome 1**. The following performance information will be relevant during the period of this plan to monitor the achievement of this Outcome.
    - **“Percentage compliance with National Defence-related Cluster Requirements”**. This performance indicator measures the DOD's contribution and adherence to inter-governmental defence requirements with specific reference to the JCPS and ICTS Clusters. Compliance with these requirements ensures that the DOD operates in coordination with other government departments and national security structures, fostering interdepartmental synergy and alignment. This performance indicator directly aligns with the MTDP Critical Success Factor requiring a **“Whole of government approach”**.
    - **“DOD Outcome Performance Indicator: “Reduction in the number of Balances Qualified in the Financial Statements.”** This performance indicator measures the reduction of departmental adverse audit findings through internal governance structures and accountability arrangements. This performance indicator aligns with the MTDP Priority 3, **“Build a capable, ethical, and developmental state”**, which, amongst others, aims to strengthen governance across government departments.
- **DOD Outcome 2**. This Outcome contributes to the **MTDP Strategic Priority 3, “Build a capable, ethical, and developmental state”**. See Table 1 for the comprehensive performance information. As a member of the JCP Cluster, this DOD Outcome directly supports the **MTDP Outcome “Effective Border Security”**, through the following MTDP Strategic Interventions:
  - “Ensure effective Border Optimisation (Air, Land, Maritime) to limit transnational crime and promote regional trade and the legal movement of people”, and
  - “Protection of South Africa's Coastal Environment and Maritime living resource crimes and maritime crimes through the SA Navy's Maritime Deployments in the Exclusive Economic Zone (Operation CORONA)”.

As a member of ICTS Cluster, the DOD Outcome directly supports the **MTDP Outcome “Enhanced peace and security in Africa”**, through the following MTDP Strategic Interventions,

- “Promote peace, security, democracy and socioeconomic development in SADC and other parts of the continent”,

- “Support Chapter 6 (Aspiration 4) of the Agenda 2063, namely **“a peaceful and secure Africa”** through the resourced provision of mission-ready defence capabilities, enabling the conducting of ordered Defence commitments (external operations)”, and
- **Outcome 2 Performance Information.** The following performance information will be relevant during the period of this plan to monitor the achievement of this Outcome:
  - **“Percentage compliance with mandated Defence commitments as resourced.”** This performance indicator measures the ability of the SANDF to execute mandated, resourced ordered commitments, internally and externally to the RSA.
  - **“Percentage Implementation of the SANDF Long-Term Capability Development Plan”.** The SANDF Long-Term Capability Development Plan serves as a strategic roadmap for modernising the force and transitioning from legacy systems to a technologically advanced defence capability. Over the next five years, the DOD will, implement phased resourced capability enhancements, ensuring progressive and sustainable force development, modernise defence infrastructure and critical operational assets in response to evolving security requirements, integrate advanced technologies to enhance operational effectiveness and efficiency and ensure alignment with national defence objectives and fiscal sustainability, balancing modernisation with responsible resource management.
  - **“Percentage compliance with National Defence (SANDF) related Cluster Requirements”.** This performance indicator measures the DOD’s contribution and adherence to inter-governmental defence requirements with specific reference to the JCPS and ICTS Clusters. Compliance with these requirements ensures that the DOD operates in coordination with other government departments and national security structures, fostering interdepartmental synergy and alignment. This performance indicator directly aligns with the MTDP Critical Success Factor requiring a **“Whole of government approach”**.

## DEPARTMENTAL IMPERATIVES

On 27 August 2022, the MOD&MV approved the Ministerial direction over Multi-Medium Terms Strategic Planning Framework Planning Periods, directing the renewal of defence, the development of a coherent defence structure in compliance with national legislation and finally, directing immediate resource and governance interventions. To this end, the following primary multi-MTSF Ministerial End-States were endorsed to inform ongoing departmental policy, strategy and planning interventions:

- **End State 1. Future Defence.** The revised Level of Defence Ambition and the revised Defence Strategic Trajectory is approved by Cabinet, is funded from the National Fiscus in a sustainable manner over multiple MTSF periods, and is implemented programmatically in the strategic management processes of the Department.
- **End State 2. Organisational Renewal.** A Department of Defence Business Case Report is consulted on and signed off between the Minister of the Public Service and Administration and the Minister of Defence and Military Veterans.
- **End State 3. Efficiency, Effectiveness and Economy.** The Department is on a deliberate and clear trajectory to comply with budget and allocation ceilings as set by Government.
- **End State 4. Armscor and Defence Industry.** The Department is on a deliberate and clear trajectory to retain a domestic industrial and technology base.

During the MOD&MV Budget Vote Speech of 2023, the MOD&MV reiterated the required DOD End-States 1 to 4 above and its associated deliverables. In the MOD&MV Budget Vote Speech of 2024, the

MOD&MV reiterated the requirement to review Chapters 9 ("The Defence Strategic Trajectory"), Chapter 10 ("Force Generation Guidelines") and Chapter 15 ("Defence Industry Policy and Strategy") of the SA Defence Review 2015.

The above End-States are supplemented by additional sub-deliverables as determined by the MOD&MV, that will continue to be monitored to ensure departmental implementation during the period of this Plan.

## MOD&MV PRIORITIES FOR THE PERIOD OF THIS PLAN

In support of the imperative of the 7th Administration, my strategic priorities for the period of this Strategic Plan are to support the imperatives of this Administration whilst giving effect to the defence mandate. My priorities are to be implemented within the principles of sound departmental governance, risk and compliance principles, ensuring legislative compliance, underpinned by ever present, accountable and effective departmental leadership. My Priorities will be monitored myself as the Executive Authority and implemented by the Accounting Officer and the CSANDF, within their respective legislative mandates.

The administration of the Department, enabling Executive Authority responsibility and accountability to identified stakeholders, remains a critical requirement during the period of this Plan. It is my immediate expectation that the insitutionalisation of a culture of compliance and accountability will find expression at all levels of the organisation, remaining cognisant that respect for the constitution and the rule of law must at all times, underpin the conduct and functions of defence. The following Priorities are relevant:

**MOD&MV Priority 1. Ensuring effective governance and accountability of the defence function, enhancing civil control of defence.** This priority reiterates the requirement for effective governance and accountability within the DOD as a measure to ensure continuous departmental legislative compliance and enabling civil control over defence functions whilst safeguarding democratic principles in military operations. This Priority will be supported by the following departmental deliverables:

- Ensure the institutionalisation and diligent management by the senior leadership of defence, the principles and requirements of **effective departmental governance, risk and compliance within departmental governing and management bodies**. This institutionalisation must ensure the responding to the findings of assurance providers and departmental legislative compliance. Ensure departmental delegations that enable resource management and accountability. The timeous application of consequence management is to be ensured, when and if so required. Revenue generation is to be maximised in order to supplement defence strategic requirements (UN, Cost Recovery for Services Rendered / Intellectual property management [ARMSCOR]).
- Ensure the programmatic and resourced implementation of the Cabinet approved national policy on defence, the **SA Defence Review 2015**.
- Engage in **defence diplomacy** initiatives, aligned with the RSA national Foreign Policy objectives, and co-operate with regional and international bodies to promote stability regionally and continentally.
- Ensure departmental participation in the **national structures of government**, ensuring the alignment of the defence function with government-wide priorities.
- Expedite the **digital transformation** of the defence function as a strategic enabler, ensuring the effective and efficient management of defence resources, ensuring data integrity and ensuring departmental efficiencies.
- Ensure the continuous professionalisation and rejuvenation of the **DOD human resource** component, ensuring a fit-for-purpose and disciplined DOD, able to meet current and future

national security and departmental requirements. The departmental human resource component, where possible, must comply with national imperatives related to WYPD.

- Undertake departmental initiatives and high-impact projects that result in inclusive growth and job creation in support of national imperatives.
- Ensure the structural re-organisation of the DOD to ensure fit-for-purpose structures, for Ministerial approval, within legislative requirements.

**MOD&MV Priority 2. Ensuring a modern, effective, resilient, and sustainable SANDF, capacitated to execute mandated commitments.** This Priority remains of strategic importance, vital for safeguarding national security and supporting government imperatives to promote stability, development, and prosperity regionally and continentally. This Priority will be supported by the following military deliverables:

- Implementation of the **SANDF Long Term Capability Development Plan** (Including, amongst others: Restructuring the Force, Development of a Disaster Management Capability, DOD Border Safeguarding Optimisation Plan, ICT Renewal and Optimisation, Establishment of the Rapid Deployment Capability, Model Units, Clothing the force.
- **Military Strategic Direction** to the SANDF:
  - A Defence Capstone Policy Concept for the RSA.
  - A Military Capstone Strategising Concept for the Defence and Protection of the RSA.
  - A South African Military Strategy, Force Design and Force Structure.
  - An SANDF SWOT Analysis and Comparative Combat Power Analysis.
- Capability Support and Renewal.
  - Reinforcement of the Military Police Investigation and Specialist Investigation Capability.

## DOD ENTERPRISE RISK MANAGEMENT

The DOD continues its commitment to a process of risk management that is aligned to the principles of good corporate governance through adoption of best practices, methodologies and inculcating a culture of risk management across the DOD.

The identified transversal DOD Enterprise risks will continue to have an adverse effect on the realisation of the departmental outcomes and outputs deliverables during the period of this Plan. The historical downward trend in the defence allocation has not abated and is anticipated to continue to the detriment of the SANDF and the demise of the defence industry, threatening DOD's ability to fully support the National Imperatives of Government and the SA Defence Review 2015. The decline in the performance of the country's economy has placed significant pressure on the DOD with no relief in sight. Sensitive (not for public view) DOD Enterprise Risks will be managed through an internal departmental process in collaboration with the Executive Authority.

**Table 9: DOD Enterprise Risks and Mitigations**

Serial No	Outcome	Enterprise Risk	Risk Mitigation
1	<p><u>DOD Outcome C1:</u> Accountable and effective governance of the DOD to enhance civil control of Defence function.</p> <p><u>DOD Output O1:</u> DOD effectively administered.</p>	<p><b><u>Severely constrained Defence allocation.</u></b></p> <p>Severely constrained Defence allocation due to limited budget allocation and increasing ordered Defence commitments may lead to inability to fully execute the Constitutional mandate of the SANDF.</p>	<ul style="list-style-type: none"> <li>• <b>Pursuing Immediate Funding Priorities for the Stabilisation of Defence by requesting:</b> <ul style="list-style-type: none"> <li>○ The immediate funding of the CoE shortfall to cover the feet-on-the-ground.</li> <li>○ Condonement of previous unauthorised or irregular CoE expenditure.</li> <li>○ Ring-fenced regular funding across the MTDP for exit mechanisms.</li> <li>○ MTDP funding for the parallel intakes of Regular and Reserve components to rejuvenate the Defence Force.</li> <li>○ Immediate reinstitution of Special Defence Account funding for the acquisition, maintenance, repair and overhaul of priority critical Prime Mission Equipment.</li> <li>○ Ring-fenced regular funding across the MTDP for a rapid Defence Technology injection into the Defence Industry so as to ensure its survival and future utility.</li> </ul> </li> <li>• <b>Lobbying for Sustainable Long-Term Defence Funding:</b> <ul style="list-style-type: none"> <li>○ Engagement of the Commander in Chief and the National Security Council for long-term sustainability.</li> <li>○ Engagement with NT, Cabinet Committees and Parliamentary Committees on Defence funding; and elevate strategic Defence funding shortfalls to the MTEC process.</li> <li>○ Ensuring that all domestic and international Deployments are fully funded prior to deployment, as indicated by the funding implications indicated in the Employment Papers.</li> </ul> </li> </ul>
2	<p><u>DOD Outcome C2:</u> An effective and sustainable DOD capacitated to execute mandated commitments.</p>	<p><b><u>Deteriorating DOD Facilities and Infrastructure.</u></b></p> <p>Deteriorating DOD facilities and infrastructure may result in:</p>	<ul style="list-style-type: none"> <li>• <b>Accelerate Devolvement of Functions from Department of Public Works and Infrastructure:</b> <ul style="list-style-type: none"> <li>○ Engage the NT on the known facilities shortfall in the 2025 MTEF.</li> </ul> </li> </ul>

Serial No	Outcome	Enterprise Risk	Risk Mitigation
	<p><u>DOD Output O5:</u> DOD capabilities supported.</p>	<ul style="list-style-type: none"> <li>○ Compromised Defence Readiness (including training of Defence-Ready Personnel).</li> <li>○ Prevalence in Occupational Health and Safety (OHS) fatalities and costly litigation.</li> <li>○ Tarnished image of the DOD.</li> <li>○ Negative impact on morale.</li> <li>○ Possible escalation of leasing costs as well as fruitless and wasteful expenditure to the DOD.</li> <li>○ Increase in theft due to easy access into DOD facilities.</li> </ul>	<ul style="list-style-type: none"> <li>○ Based on a factual analysis of progress since the 2018 devolvement agreement; initiate high-level engagements between the DOD and DPWI.</li> <li>○ Establish an Integrated Project Team to develop and execute a Devolvement Strategy and Plan.</li> <li>○ Internal Audit to assess the status of the devolvement process from 2018 to date.</li> <li>○ AGSA to be requested to conduct forensic audits where so required.</li> <li>○ Engage in a Memorandum of Understanding (MOU) with the Construction Industry Development Board - DPWI and establish reporting and liaison procedures.</li> </ul> <p>• <b>Policies, Strategies, Plans and Concepts:</b></p> <ul style="list-style-type: none"> <li>○ Develop DOD Policy on PPP's to guide the Defence Works Formation with the management of future DOD Projects.</li> <li>○ Develop Overarching Logistics Concept and Strategy.</li> <li>○ Develop/Update the DOD Facilities Concept, Strategy and Plan.</li> <li>○ Implement the User Asset Management Plan.</li> </ul> <p>• <b>Project Management:</b></p> <ul style="list-style-type: none"> <li>○ Refurbishment and day-to-day maintenance of all facilities occupied by the Department.</li> <li>○ DPWI to finalise existing DOD legacy projects in the execution phase.</li> <li>○ Future DOD Projects by Defence Works Formation to be executed through PPP arrangements.</li> </ul> <p>• <b>Capacity Development:</b></p> <ul style="list-style-type: none"> <li>○ Capacitation of the Logistics and Defence Works Formation to manage the devolved functions from DPWI.</li> <li>○ Capacitation of SA Army Engineer formation to assist Logistic Division in the maintenance, repair and overhaul of DOD facilities and infrastructure.</li> </ul>
3	<p><u>DOD Outcome C2:</u> An effective and sustainable DOD capacitated to execute mandated commitments.</p> <p><u>DOD Output O5:</u> DOD Capabilities supported.</p>	<p><b><u>Prevalence of Aged/ Legacy DOD Information Communication Technology Systems (ICTS) in the DOD.</u></b></p> <p>The lack of modernisation of DOD ICT Systems may lead to unreliable, unverifiable and loss of DOD financial, non-financial information and possible threat to business continuity.</p>	<p>• <b>Execute the Ministerial Direction given in terms of ICT renewal, ICT integration and the development of a DOD Enterprise Resource Management System:</b></p> <ul style="list-style-type: none"> <li>○ Enforce and monitor adherence to the approved DOD Policy and DOD Policy Procedures on Information and Communication Systems Security which includes Resilience, Security Hardening &amp; Monitoring.</li> </ul>

Serial No	Outcome	Enterprise Risk	Risk Mitigation
4	<p><u>DOD Outcome C1:</u> Accountable and effective governance of the DOD to enhance civil control of Defence function.</p> <p><u>DOD Output O1:</u> DOD effectively administered.</p>	<p><b><u>Prevalence of Fraud and Corruption.</u></b></p> <p>Ineffective internal controls increase the opportunity for fraud and corruption</p>	<ul style="list-style-type: none"> <li>• <b>Policies, Strategies, Plans and Concepts:</b> <ul style="list-style-type: none"> <li>○ Develop the DOD Ethics Strategy.</li> <li>○ Implement and Monitor the revised DOD Corruption and Fraud Prevention Plan.</li> <li>○ Conducting of an annual Fraud Risk Assessment.</li> </ul> </li> <li>• <b>Accountability, Compliance and onsequence Management:</b> <ul style="list-style-type: none"> <li>○ Strengthen internal controls in key resource areas, and with specific attention to the procurement system, to reduce the prevalence of fraud and corruption.</li> <li>○ Ensure timeous investigation where fraud and corruption is identified or alleged.</li> <li>○ Ensure rapid appointment of necessary Board of Inquiry (or other investigative mechanisms) with stringent timeframes for completion.</li> <li>○ Implementation of Consequence Management by Departmental Top Management in terms of cases of Corruption and Fraud originating from their specific environments.</li> <li>○ In all cases, identify the remedial actions to address instances of alleged criminality or ill-discipline.</li> <li>○ Where appropriate, institute proceedings to recover any loss experienced by the State.</li> </ul> </li> <li>• <b>Capacity Development:</b> <ul style="list-style-type: none"> <li>○ Development of investigative capacity in the Legal, Military Police and Forensic environments.</li> </ul> </li> </ul>
5	<p><u>DOD Outcome C1:</u> Accountable and effective governance of the DOD to enhance civil control of the Defence function.</p> <p><u>DOD Output O1:</u> DOD effectively administered.</p>	<p><b><u>Prevalence of Litigation.</u></b></p> <p>The non-compliance with applicable legislation, prescribed policy and procedures may result in costly litigation and losses to the DOD.</p>	<ul style="list-style-type: none"> <li>• <b>Policies, Strategies, Plans and Concepts:</b> <ul style="list-style-type: none"> <li>○ Direct, monitor and control the implementation of the Department of Defence Instruction on Litigation and Legal Advice.</li> </ul> </li> <li>• <b>Accountability, Compliance and Consequence Management:</b> <ul style="list-style-type: none"> <li>○ Enforce compliance to applicable legislation and prescribed policy.</li> <li>○ Implementation of consequence management by departmental top management in terms of cases of corruption and fraud originating from their specific environments.</li> </ul> </li> <li>• <b>Litigation Advice and Litigation Review:</b> <ul style="list-style-type: none"> <li>○ Provide comprehensive litigation support and legal advice on proceedings impacting on the DOD.</li> <li>○ Provide measures for the rapid acquisition of legal council and strengthen the preparation process for litigation events.</li> <li>○ Monitor court judgements and judicial directives/orders and</li> </ul> </li> </ul>

Serial No	Outcome	Enterprise Risk	Risk Mitigation
			<p>direct the implementation thereof to Services and Divisions.</p> <ul style="list-style-type: none"> <li>○ Appoint a Legal Panel to review the outcomes of litigation cases.</li> </ul> <p>• <b>Capacity Development:</b></p> <ul style="list-style-type: none"> <li>○ Development of investigative capacity in the Legal, Military Police and Forensic environments.</li> </ul>
6	<p><u>DOD Outcome C1:</u> Accountable and effective governance of the DOD to enhance civil control of the Defence function.</p> <p><u>DOD Output O1:</u> DOD effectively administered.</p>	<p><b><u>Compromised Corporate Governance.</u></b></p> <p>Corporate Governance in accordance with the regulatory framework may be compromised by the protracted development, corporate approval timeframes and maintenance of departmental policies by functional authorities, principally due by policy writing capacity constraints.</p>	<ul style="list-style-type: none"> <li>• Regulate and administer the Departmental (Level 1) Policy Process by providing a policy advisory support service and convening Defence Policy Boards.</li> <li>• Implement and maintain a policy configuration control system and a DOD Policy Library.</li> <li>• Routinely monitor compliance in terms of the timelines to develop new DOD Policies or review existing DOD Policies.</li> <li>• Annually review the AGSA Report and, in consultation with the HOD and AO, identify priority policies for review or development as may be required for risk mitigation purposes.</li> <li>• Publish DOD Policy Status Reports against the agreed upon timelines in the DOD Master Record Index.</li> <li>• Report non-compliance against identified policy target dates to Command Structures and Assurance Entities.</li> <li>• Present training interventions to Services and Divisions as required.</li> <li>• Development and timeous review of policies by the responsible Functional Authorities.</li> </ul>
7	<p><u>DOD Outcome C1:</u> Accountable and effective governance of the DOD to enhance civil control of the Defence function.</p> <p><u>DOD Output O1:</u> DOD effectively administered.</p>	<p><b><u>Absence of a DOD Integrated Enterprise Architecture.</u></b></p> <p>Failure to implement Enterprise Architecture in the DOD due the misalignment of ICT projects and technology decisions, with its business goals will result in:</p> <ul style="list-style-type: none"> <li>○ Unclear Business-ICT Alignment.</li> <li>○ Lack of Strategic Planning.</li> <li>○ Disparate Systems and Processes.</li> <li>○ Reduced Productivity.</li> <li>○ Difficulty in Maintaining Systems.</li> <li>○ Lack of Data Integration.</li> <li>○ Inaccurate Data.</li> </ul>	<p>• <b>Ensure the Enterprise Architecture initiative is aligned with the business strategy and delivers tangible value:</b></p> <ul style="list-style-type: none"> <li>○ Establish the team with the necessary skills and experience to lead and support the DOD Enterprise Architecture implementation.</li> <li>○ Develop a robust Enterprise Architecture Framework to guide the Enterprise Architecture process and ensure consistency.</li> <li>○ Create clear and concise documentation of the current and target architectures, including architectural principles and standards.</li> <li>○ Define clear roles and responsibilities for Enterprise Architecture governance, including decision-making processes and change management.</li> <li>○ Regularly demonstrate the value of the Enterprise Architecture initiative to stakeholders.</li> <li>○ Regularly communicate the Enterprise Architecture vision, benefits, and progress to all DOD stakeholders.</li> <li>○ Engage DOD stakeholders from the beginning of the Enterprise Architecture initiative to ensure their buy-in and support.</li> </ul>

Serial No	Outcome	Enterprise Risk	Risk Mitigation
			<ul style="list-style-type: none"> <li>• <b>Monitoring and Evaluation:</b> <ul style="list-style-type: none"> <li>○ Continuously evaluate and improve the Enterprise Architecture implementation based on feedback and lessons learned.</li> </ul> </li> </ul>
8	<p><u>DOD Outcome C1:</u> Accountable and effective governance of the DOD to enhance civil control of the Defence function.</p> <p><u>DOD Output O1:</u> DOD effectively administered.</p>	<p><u><b>Increase in Fruitless and Wasteful, Irregular Expenditure (excl. Compensation of Employees).</b></u></p> <p>Increase in Fruitless and Wasteful, Irregular Expenditure (excl. Compensation of Employees) may result in:</p> <ul style="list-style-type: none"> <li>○ Material noncompliance with SCM laws and regulations.</li> <li>○ Regression in audit outcomes.</li> <li>○ Financial losses for the department.</li> <li>○ Possible fraudulent, corrupt or criminal acts emanating from the incurrence of irregular expenditure.</li> <li>○ Financial misconduct (willfully or negligently makes or permits irregular expenditure).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Review of the DOD Procurement System:</b> <ul style="list-style-type: none"> <li>○ Establish the team with the necessary skills and experience to lead and support the Procurement Review.</li> <li>○ Develop a robust Procurement Policy Framework to guide the Procurement Review.</li> <li>○ Create clear and concise documentation for the procurement system in the DOD.</li> <li>○ Define clear roles and responsibilities for procurement governance, decision-making levels, divisions of responsibilities and procurement delegations.</li> <li>○ Establish the necessary Procurement Structures.</li> </ul> </li> <li>• <b>Policies, Strategies, Plans and Concepts:</b> <ul style="list-style-type: none"> <li>○ Develop/review the necessary spectrum of DOD procurement policies.</li> <li>○ Development/review of the DOD Procurement Strategy and Plan.</li> </ul> </li> <li>• <b>Monitoring and Evaluation:</b> <ul style="list-style-type: none"> <li>○ Implementation of the NT SCM Compliance Risk Assessment Management (CRAM) Tool.</li> <li>○ Conduct GRC Accountability Committee oversight visits to Procurement entities focusing on high risk areas (observations and recommendations on corrective measures).</li> </ul> </li> <li>• <b>Accountability and Consequence Management:</b> <ul style="list-style-type: none"> <li>○ Enforce accountability and compliance with legislation and regulations in all Services and Divisions. <ul style="list-style-type: none"> <li>▪ Chiefs of Services and Divisions to take effective and appropriate steps to prevent irregular expenditure within their area of responsibility.</li> <li>▪ Investigation of irregular expenditure (where transaction is related to fraudulent, corrupt or criminal Acts) by the Internal Audit Division, Inspector General, the Military Police and Service and Divisional Boards of Inquiries.</li> <li>▪ Institute disciplinary processes (where department did not suffer financial loss).</li> <li>▪ Institute Criminal Proceedings as may be necessary (where fraud, corrupt or criminal acts where identified).</li> <li>▪ Recovery of funds and /or institute Civil Proceedings as</li> </ul> </li> </ul> </li> </ul>

Serial No	Outcome	Enterprise Risk	Risk Mitigation
			<p>may be necessary (where irregular expenditure resulted in a financial loss).</p> <ul style="list-style-type: none"> <li>▪ Strengthen the internal control environment where the non-compliance was identified and confirmed.</li> </ul> <p>• <b>Condonement:</b></p> <ul style="list-style-type: none"> <li>○ Request condonement of irregular expenditure (if transaction is not related to fraudulent, corrupt or criminal Acts; department did not suffer a loss and that value for money was achieved).</li> </ul> <p>• <b>Capacity Development:</b></p> <ul style="list-style-type: none"> <li>○ Utilise the National School of Government (NSG) to provide training for procurement personnel.</li> <li>○ Develop appropriate structures for Procurement Centres and Procurement Units in accordance with the required procurement delegation.</li> <li>○ Capacitate and staff Procurement Centres and Procurement Units in accordance with approved structures.</li> </ul>
9	<p><u>DOD Outcome C2:</u> An effective and sustainable DOD capacitated to execute mandated commitments.</p> <p><u>DOD Output O5:</u> Defence capabilities supported.</p>	<p><b><u>Inadequate Asset Management.</u></b></p> <p>Inadequate Asset Management may result in:</p> <ul style="list-style-type: none"> <li>○ Material noncompliance to SCM prescripts.</li> <li>○ Over/ Understatement of Tangible Capital Assets (Existence/Completeness).</li> <li>○ Audit qualifications.</li> <li>○ Material irregularities in assets management.</li> <li>○ Theft and losses.</li> <li>○ Misuse of assets.</li> </ul>	<p>• <b>Policies, Strategies, Plans and Concepts:</b></p> <ul style="list-style-type: none"> <li>○ Finalise the development of the Overarching Logistic Strategy which will assist the department in the management of assets.</li> </ul> <p>• <b>Capacity Development:</b></p> <ul style="list-style-type: none"> <li>○ Restructuring of the Asset Management capability within the Services and Divisions.</li> <li>○ Revision of the curriculum of Logistics courses to include Asset Management training.</li> <li>○ Conduct an annual Asset Management Indaba.</li> <li>○ Decentralised conducting of Asset Management symposiums.</li> </ul> <p>• <b>Monitoring and Evaluation:</b></p> <ul style="list-style-type: none"> <li>○ Monitor action plans by Service and Divisions through the Asset Management Reporting Forum and the Logistic Division Staff Council.</li> <li>○ Annual physical asset verification.</li> </ul> <p>• <b>Asset Management System:</b></p> <ul style="list-style-type: none"> <li>○ Enhancement of the Barcoding system for the management of assets.</li> </ul>
10	<p><u>DOD Outcome C2:</u> An effective and sustainable DOD capacitated to execute ordered commitments.</p> <p><u>DOD Output O2:</u></p>	<p><b><u>Inability of the DOD to provide an effective health care service.</u></b></p> <p>Inability of the DOD to provide an effective health care service due to the increase in medical demand and cost, inappropriate structures and shortage</p>	<p>• <b>Policies, Strategies, Plans and Concepts:</b></p> <ul style="list-style-type: none"> <li>○ Finalise the feasibility study on Health Care Facilities.</li> <li>○ Implementation of SAMHS (SG) Five-Year Forward View.</li> <li>○ Implementation of a Managed Health Care Plan.</li> </ul>


Serial No	Outcome	Enterprise Risk	Risk Mitigation
	DOD Capabilities prepared.  DOD Output O5: DOD capabilities supported.	of Health Care Practitioners and scarce skills that may compromise Defence readiness.	<ul style="list-style-type: none"> <li>• <b>Capacity Development:</b> <ul style="list-style-type: none"> <li>○ Capital injection for the procurement of medical health technological equipment.</li> <li>○ Organisational Design investigation into the current SAMHS Structure.</li> <li>○ Build administrative capacity to manage payment for medical services rendered to the Department of Military Veterans.</li> </ul> </li> <li>• <b>Contract Management:</b> <ul style="list-style-type: none"> <li>○ Accelerate the awarding of the Pharmaceutical Proprietary Contract.</li> </ul> </li> </ul>
11	DOD Outcome C2: An effective and sustainable DOD capacitated to execute ordered commitments.  DOD Output O4: DOD Capabilities employed.	<p><b><u>Absence of an effective feeder system for the Reserve Force and ineffective exit mechanism for the Regular Force.</u></b></p> <p>Absence of an effective feeder system for the Reserve Force and ineffective exit mechanism for the Regular Force will compromise force preparation and employment.</p>	<ul style="list-style-type: none"> <li>• <b>Implement the Military Command Council decision of parallel intakes of both Reserves and Regulars across the MTEF period.</b></li> </ul>
12	DOD Outcome C1: Accountable and effective governance of the DOD to enhance civil control of the Defence function.  DOD Output O1: DOD effectively administered.	<p><b><u>Inability to effectively respond to Business Disruption.</u></b></p> <p>Lack of Business Continuity Management in the DOD may result in:</p> <ul style="list-style-type: none"> <li>○ Severe impact to DOD's core business functions due to disasters or unplanned incidents.</li> <li>○ Exposure to internal and external threats.</li> <li>○ Severe cyber-attacks.</li> <li>○ Operational Disruptions (Climate change and extreme weather events may disrupt military operations, damage military infrastructure, capabilities and hinder the readiness of the armed forces).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Establishment of a DOD Business Continuity Management Capability:</b> <ul style="list-style-type: none"> <li>○ Establish the Integrated Project Team to develop business impact scenarios and mitigation actions based on an environmental scan.</li> <li>○ Establish a central DOD accountability nodal point for Business Continuity Management.</li> <li>○ Establish necessary Business Continuity Management Structures.</li> </ul> </li> <li>• <b>Policies, Strategies, Plans and Concepts:</b> <ul style="list-style-type: none"> <li>○ Development of the DOD Business Continuity Management Policy, Strategy and Plan.</li> </ul> </li> </ul>
13	DOD Outcome C1: Accountable and effective governance of the DOD to enhance civil control of the Defence function.  DOD Output O1: DOD effectively administered.	<p><b><u>Compensation of Employees (CoE) shortfall.</u></b></p> <p>Compensation of Employees (CoE) shortfall may result in:</p> <ul style="list-style-type: none"> <li>○ Unauthorised expenditure.</li> <li>○ Reputational damage.</li> <li>○ Non-compliance to legislative prescripts.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Monitoring and Evaluation:</b> <ul style="list-style-type: none"> <li>○ Evaluate the level of success in meeting the requirements of the Ministerial Directive and, if so necessary, revise the Directive accordingly for Ministerial consideration.</li> </ul> </li> <li>• <b>Funding Engagements:</b> <ul style="list-style-type: none"> <li>○ Engage the NT, Cabinet and Parliament on funding the Feet-on-the-Ground and condoning previous irregular or unauthorized expenditure.</li> </ul> </li> </ul>


Serial No	Outcome	Enterprise Risk	Risk Mitigation
			<ul style="list-style-type: none"> <li>○ DOD participation in the proposed Government-wide exit mechanism (retirement without penalisation of pension benefit initiative).</li> </ul>
14	<p><b>DOD Outcome C1:</b> Accountable and effective governance of the DOD to enhance civil control of the Defence function.</p> <p><b>DOD Output O1:</b> DOD effectively administered.</p> <p><b>DOD Outcome C2:</b> An effective and sustainable DOD capacitated to execute ordered commitments.</p> <p><b>DOD Output O5:</b> DOD capabilities supported.</p>	<p><b>Material Noncompliance in Procurement and Contract Management.</b></p> <p>Material Noncompliance in Procurement and Contract Management may result in:</p> <ul style="list-style-type: none"> <li>○ Material Irregularities.</li> <li>○ Over/ Understatement of Tangible Capital Assets (Existence/ Completeness).</li> <li>○ Possible financial loss.</li> <li>○ Fraud and corruption.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Capacity Development:</b> <ul style="list-style-type: none"> <li>○ Capacitating Procurement Entities under command within Services and Logistic Division.</li> <li>○ Revision of the curriculum of Logistic courses to include Procurement training.</li> <li>○ Training of procurement officials through internal and external institutions.</li> </ul> </li> <li>• <b>Logistic Management System:</b> <ul style="list-style-type: none"> <li>○ Development of the single integrated Logistics ICT Management system.</li> </ul> </li> </ul>


## PUBLIC ENTITIES REPORTING TO THE EXECUTIVE AUTHORITY

The Executive Authority has a legislative oversight function in terms of Public Entities and Organs of State, which are accountable to the Executive Authority and categorised within Schedule 2 and 3 of the PFMA (Act No. 1 of 1999). The DOD assists the Executive Authority with this technical oversight function through the assessment of the Strategic Plans and the Annual Performance Plans/Corporate Plans of the Public Entities and Organs of State on an annual basis to ensure alignment with the National Regulatory Framework. The primary legislative mandate, outcomes, for the DOD Public Entities are reflected in Table 10.

**Table 10: Public Entities Reporting to the Executive Authority**

Name of Public Entity	Legislative Mandate	Outcomes and Outputs
<p>Armcor.</p> 	<p>The mandate of Armcor is derived from the Armcor Act (Act No. 51 of 2003). Armcor is to meet the following requirements of the DOD:</p> <ul style="list-style-type: none"> <li>• The defence matériel requirements effectively, efficiently and economically.</li> <li>• The defence technology, research, development, analysis, test and evaluation requirements.</li> <li>• Dispose of defence matériel in consultation with the instance which originally manufactured the matériel.</li> <li>• Maintain the compliance administration system for the DOD, as required by the applicable international law, the National Conventional Arms Control Act (Act No. 41 of 2002) and the Non-Proliferation of Weapons of Mass Destruction Act (Act No. 87 of 1993).</li> </ul>	<p>To manage the acquisition and technology projects, underpinned by the following <b>Outcomes</b>:</p> <ul style="list-style-type: none"> <li>• Provide sound technology (including acquisition) direction.</li> <li>• Govern Armcor Corporate commitment in accordance with government policy and strategy.</li> </ul> <p>The following strategic <b>Outputs</b> are in support of the Armcor's Outcomes:</p> <ul style="list-style-type: none"> <li>• Defence matériel product life cycle provided.</li> <li>• Armcor Effectively Administered.</li> <li>• Armcor Support Functions provided.</li> <li>• Defence International Armaments trade compliance provided.</li> </ul>

Name of Public Entity	Legislative Mandate	Outcomes and Outputs
	<ul style="list-style-type: none"> <li>• Provide marketing support to defence-related industries in respect of defence matériel in consultation with the DOD and the defence-related industries in question.</li> </ul> <p>Armcor must adhere to accepted corporate governance principles, best business practices and generally accepted accounting practices within a framework of established norms and standards that reflect fairness, equity, transparency, economy, efficiency, accountability and lawfulness.</p> <p>In terms of the Armcor Act of 2003 (Act No. 51 of 2003) Armcor is responsible for:</p> <ul style="list-style-type: none"> <li>• Section 22(1): Notwithstanding any other law, all intellectual property rights in any product, service, item, method or any other thing of any nature vested in the Department, must be held in custody by the Corporation on behalf of the Department.</li> <li>• Section 22(2): The Corporation must manage and utilise intellectual property rights acquired for and on behalf of the Department as directed by the Secretary for Defence in a service level agreement.</li> </ul>	
<p>Castle Control Board. (CCB)</p> 	<p>The CCB is mandated in terms of the Constitution of the Republic of South Africa, Act No. 108 of 1996.</p> <p>The Castle Control Board is a public entity, under the Public Finance Management Act (Act No. 1 of 1999) Section 1.</p> <p>The mandate of the CCB is derived from the Castle Management Act (Act No. 207 of 1993), which requires it to preserve and protect the military and cultural heritage of the Castle of Good Hope, to optimise its tourism potential, and to optimise accessibility of the Castle of Good Hope to the public on behalf of the MOD&amp;MV, who has the ultimate ownership responsibility for the Castle of Good Hope.</p>	<ul style="list-style-type: none"> <li>• Internationally known and recognised and cultural brand for Ubuntu, dialogue, national building and human rights recognition.</li> <li>• The CCB is responsible for the following <b>Outputs</b>: <ul style="list-style-type: none"> <li>○ To preserve and protect the military and cultural heritage of the Castle of Good Hope.</li> <li>○ To optimise the tourism potential of the Castle of Good Hope.</li> <li>○ To optimise accessibility of the Castle of Good Hope to the public.</li> <li>○ Promotion, development and interpretation of the Castle of Good Hope as a place of education and learning.</li> <li>○ Development of the capacity of the Castle of Good Hope to promote understanding, reconciliation and nation-building.</li> <li>○ Agreement with the DOD in terms of the management of the Castle of Good Hope as a defence endowment property.</li> </ul> </li> </ul>
Denel SOC Ltd.	The mandate of Denel is derived from the SA Companies Act, No 61 of 1973	Outcomes:

Name of Public Entity	Legislative Mandate	Outcomes and Outputs
	<p>Additionally, Denel is also governed by the Companies Act No. 71 of 2008, which sets out the legal requirements for companies operating in South Africa.</p> <p>Denel's main purpose is to serve as a strategic partner for innovative defence, security, and related technology solutions for South Africa. Their mission includes:</p> <ul style="list-style-type: none"> <li>• Supplying the South African defence and security environment with strategic technology capabilities, products, services, and support.</li> <li>• Leveraging indigenous capabilities to access selected export markets.</li> <li>• Contributing to socio-economic imperatives such as job creation, skills development, social investment, and enhancing the local technology and manufacturing base.</li> <li>• Being a responsible corporate citizen by ensuring good governance, sustainability, transformation, and employee well-being.</li> </ul> <p>Denel aims to be a credible and reliable supplier both domestically and internationally, while also supporting South Africa's foreign policy and regional security objectives.</p>	<ul style="list-style-type: none"> <li>• Financial Sustainability: Achieving financial stability through cost reduction and securing new contracts.</li> <li>• Rebuilding Trust: Rebuilding trust and credibility with stakeholders, including partners, suppliers, and the government.</li> <li>• Operational Efficiency: Enhancing operational efficiency and performance culture within the company.</li> <li>• Market Position: Re-establishing Denel as a respected defence and technology company both locally and globally.</li> </ul> <p>Outputs:</p> <ul style="list-style-type: none"> <li>• Restructuring the Business: Implementing measures to restructure the business, reduce costs, and exit from onerous contracts.</li> <li>• Improving Corporate Governance: Establishing a comprehensive governance framework to address past lapses and strengthen oversight.</li> <li>• Recapitalisation: Securing recapitalisation funds from the government to address liquidity issues.</li> <li>• Winning New Contracts: Building a winnable order pipeline to contribute to long-term sustainability.</li> </ul>




## ORGANS OF STATE REPORTING TO THE EXECUTIVE AUTHORITY

The following Organs of State report to the Executive Authority:

- Defence Force Service Commission (DFSC).
- Office of the Military Ombud.
- Reserve Force Council.

The summary of the mandate, outputs and budget allocations for the Organs of State are provided in Table below:

Table 11: Organs of State Reporting to the Executive Authority

Name of Organ of State	Legislative Mandate	Outcomes and Outputs
<p>Defence Force Service Commission. (DFSC)</p> 	<p>The mandate of the DFSC is derived from Section 62A of the Defence Amendment Act, (Act No. 22 of 2010).</p>	<ul style="list-style-type: none"> <li>To submit, on an annual basis, recommendations to the Minister on improvement of salaries and service benefits of members.</li> <li>To make recommendations to the Minister on policies in respect of conditions of service.</li> <li>To promote measures and standards to ensure the effective and efficient implementation of policies on conditions of service within the Defence Force and make recommendations in this regard.</li> <li>The following <b>Outputs</b> are in support of the Outcomes of the DFSC: <ul style="list-style-type: none"> <li>Provide recommendations on the total rewards system for the members of the SANDF.</li> <li>Provide recommendations on policies in respect of conditions of service for SANDF members.</li> <li>Provide recommendations on how to promote measures and set standards that will ensure the effective and efficient implementation of policies on conditions of service within the Defence Force. This includes processes and systems to monitor and evaluate the effectiveness and efficiency of implemented policies within the SANDF.</li> </ul> </li> </ul>
<p>Office of the Military Ombud.</p> 	<p>The mandate of the Office of the Military Ombud is derived from the Military Ombud Act, (Act No. 4 of 2012).</p>	<ul style="list-style-type: none"> <li>To investigate and ensure that complaints are resolved in a fair, economical and expeditious manner and to report annually to the MOD&amp;MV.</li> <li>The Ombud must investigate complaints lodged with the Office.</li> <li>The Ombud may resolve any dispute by means of mediation, conciliation or negotiations or in any other expedient manner.</li> <li>The Ombud must promote the observance of the fundamental rights of the members of the Defence Force.</li> <li>Establishment and maintenance of an appropriate Office Human Resource function.</li> <li>Establish and maintenance of an appropriate Office Financial Management function.</li> <li>Establishment and maintenance of an appropriate Reporting function.</li> <li>Development and implementation of policy in support of the Office mandate.</li> </ul>
<p>Reserve Force Council. (RFC)</p> 	<p>The mandate of the RFC is derived from section 48(4) of the Defence Act, (Act No. 42 of 2002). The RFC is a consultative and advisory body representing the Reserve Force.</p>	<ul style="list-style-type: none"> <li>To promote and maintain the force as an integral part of the Defence Force and consulted on any legislation, policy or administrative measures affecting the Reserve Force.</li> <li>The following <b>Outputs</b> are in support of the Outcome of the RFC: <ul style="list-style-type: none"> <li>Provide advice and assists stakeholders in the development of legislation, policies and strategies for Reserves in accordance with its legislative mandate.</li> <li>Provide advice to the MOD&amp;MV, Deputy MOD&amp;MV, DFSC and other elements in the DOD as appropriate.</li> <li>Provide communication and marketing services of the Reserves and Reserve Service System.</li> </ul> </li> </ul>

Name of Organ of State	Legislative Mandate	Outcomes and Outputs
		<ul style="list-style-type: none"> <li>○ Provide and co-manage joint projects in shooting and military skills and other aspects as identified from time to time.</li> <li>○ Establishment and maintenance of both Bi- and Multi-lateral links with international Reserve Officers' Associations.</li> <li>○ Identifying and advancing international opportunities for young Reserve Force leaders, both Officers and Non-commission Officers (NCOs).</li> <li>○ Assisting with the development of leadership skills not available within the DOD/SANDEF for young Reserve Force leaders, both Officers and NCOs.</li> </ul>

## PART D: TECHNICAL INDICATOR DESCRIPTIONS

### DOD OUTCOME 1: PERFORMANCE INDICATOR DESCRIPTIONS

**Table 12: TID: Percentage compliance with National Defence related Cluster Requirements**

<b>Outcome 1</b>	<b>Accountable and effective governance of the DOD to enhance civil control of the Defence function</b>
<b>Indicator Title</b>	<b>Percentage compliance with National Defence related Cluster Requirements</b>
<b>Definition</b>	<p>1. The Constitution of the Republic of South Africa, 1996, as the supreme law of the country, promotes the principle of co-operative governance and inter-governmental relations.</p> <ul style="list-style-type: none"> <li>a. Chapter 3, Section 41(1) of the Constitution provides for the fostering and management of co-operative government and inter-governmental relations. It states that, “all spheres of government and all organs of state within each sphere must co-operate with one another in mutual trust and good faith by: fostering friendly relations; assisting and supporting one another; informing one another of, and consulting one another on, matters of common interest; co-ordinating their actions and legislation with one another; adhering to agreed procedures; and avoiding legal proceedings against one another.”</li> <li>b. Chapter 3, Section 41(2) of the Constitution states inter alia that, “Parliament must enact legislation that establishes or provides for structures and institutions to promote and facilitate inter-governmental relations”.</li> <li>c. In response to the above, Parliament enacted the Inter-governmental Regulations Framework Act, 2005, to establish a framework for the three (3) spheres of government (national, provincial and local) to promote and facilitate inter-governmental relations and provide for mechanisms and procedures to facilitate the settlement of inter-governmental disputes. The Inter-governmental Regulations Framework Act, 2005 states that, “all spheres of government must provide effective, efficient, transparent, accountable and coherent government for the Republic to secure the well-being of the people and the progressive realisation of their constitutional rights”; as well as “to integrate as far as possible their actions in the provision of services”.</li> <li>d. The above was enabled through the establishment of a Cluster System in Government at the Forum of South African Directors-General (FOSAD) level. Respective Departments retain the responsibility to develop policies and legislation within their mandates.</li> </ul>

<b>Outcome 1</b>	<b>Accountable and effective governance of the DOD to enhance civil control of the Defence function</b>
<b>Indicator Title</b>	<b>Percentage compliance with National Defence related Cluster Requirements</b>
	<p>e. To give effect to the objectives of integrated governance, a number of measures were introduced to improve alignment, co-ordination and integration across all spheres of government. Initially, Cabinet provided guidance by approving the National Planning Framework (NPF) in July 2001. Subsequently, a number of national guiding documents were developed, including but not limited to, the National Development Plan (NDP: Vision 2030).</p> <p>2. The Cluster System also supports Chapter 6, Section 45 of the Public Finance Management Act, 1999, on the optimal execution of the use of financial and other resources.</p> <p>3. This Performance Indicator aims to measure the Participation of the DOD in various intergovernmental forums with a view to influence the legislative and policy direction within the machinery of government.</p> <p>4. The DOD through the Directorate Cluster Management has developed an Standard Operating Procedure (SOP) on Attendance and Coordination of Cluster Related Matters to ensure that the DOD is adequately represented in all FOSAD Cluster meetings, and their Subcommittees, with a view to support principles of Cooperative Governance and Inter-governmental Relations as encapsulated in chapter 3 of the Constitution of the Republic of South Africa subsection 41.</p> <p>5. The draft DOD Instruction on the Detailed List of FOSAD Clusters and Nominees, will ensure that nominees attend the meetings as required and report back on matters that impact on the DOD within 48 hours, in accordance with the reporting template as per the SOP.</p>
<b>Source of data</b>	<p>1. The Constitution of the Republic of South Africa, 1996 (Section 41(1), Section 41(2)).</p> <p>2. The Public Finance Management Act, 1999 (Chapter 6, Section 45).</p> <p>3. The Inter-governmental Regulations Framework Act, 2005.</p> <p>4. Approved DOD Instruction and SOP on Attendance and Coordination of Cluster Related Matters that presented and approved by the PDSC meeting held on 17 January 2024.</p> <p>5. Cluster Register of defence Cluster obligations/reports (ICTS and JCPS).</p>
<b>Method of Calculation/ Assessment</b>	<p><math>X/Y \times 100 = \%</math>.</p> <p>X= Number of approved DOD Cluster obligations/reports concluded.</p> <p>Y= Total number of registered DOD Cluster obligations/reports required.</p>

<b>Outcome 1</b>	<b>Accountable and effective governance of the DOD to enhance civil control of the Defence function</b>
<b>Indicator Title</b>	<b>Percentage compliance with National Defence related Cluster Requirements</b>
<b>Assumptions</b>	1. DOD cluster reports are timeously approved for submission to the relevant Cluster.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A.</li> <li>• Target for Youth: N/A.</li> <li>• Target for People with Disabilities: N/A.</li> </ul>
<b>Spatial Transformation (where application)</b>	N/A.
<b>Reporting Cycle</b>	Annually.
<b>Desired performance</b>	100% compliance with Cluster obligations/reports with a view to influence Policy and Legislative Direction within the machinery of government.
<b>Indicator Responsibility</b>	Acting Secretary for Defence (Chief Defence Policy Strategy and Planning) and Chief of the South African Defence Force (Chief of Staff [SANDF]).

**Table 13: TID: Reduction in the number of Balances Qualified in the Financial Statements**

<b>Outcome 1</b>	<b>Accountable and effective governance of the DOD to enhance civil control of Defence</b>
<b>Indicator Title</b>	<b>Reduction in the number of Balances Qualified in the Financial Statements.</b>
<b>Definition</b>	<p>1. According to Sections 38, 40, 44, 45 of the PFMA (Act 1 of 1991) and Treasury regulation 3.2 deal with the following;</p> <ul style="list-style-type: none"> <li>a. General responsibilities of Accounting Officers with regard to the effective, efficient and transparent management of systems of financial, risk and internal controls;</li> <li>b. Maintaining financial and performance records, compiling and submitting annual reports and financial statements for audit to the Auditor-General.</li> <li>c. The Accounting Officer must delegate any functions or powers as assigned to the AO in terms of the Act.</li> </ul> <p>2. The Treasury regulations also deal with the Accounting Officer maintaining efficient and effective controls and determining their effectiveness and efficiencies and developing recommendations for enhancement and improvements.</p> <p>3. Audit opinion refers to a certified public accountant's (external bodies, in this case, AGSA's) opinion regarding the audited balances as disclosed in financial statements and supporting schedules of the Department. It is a written attestation as to the fair presentation of financial balances and performance information in a set of financial statements.</p> <p>4. Misstatements refer to incorrect or omitted information in the financial statements. Examples include the incorrect or incomplete classification of transactions, or incorrect values placed on assets, liabilities or financial obligations and commitments.</p> <p>5. The objective of an audit of financial statements is to express an audit opinion on whether the financial statements fairly present the financial position of auditee at financial year-end and the results of their operations for that financial year.</p> <p>6. Financial Statement are made up of balances as disclosed in the Statements of Performance, Position, Cash-flow and notes to the set of financial statements.</p> <p>7. Generally, there are <b>five types</b> of audit opinions:</p> <ul style="list-style-type: none"> <li>a. <u>Clean audits/Unqualified audit opinion with NO other matters (4).</u> The financial statements are free from material misstatements (in other words, a financially unqualified audit opinion) and there are no material findings on reporting on performance objectives or non-compliance with legislation.</li> </ul>

Outcome 1	<b>Accountable and effective governance of the DOD to enhance civil control of Defence</b>
Indicator Title	<b>Reduction in the number of Balances Qualified in the Financial Statements.</b>
	<p>b. <u>Unqualified opinion with other matters (3)</u>. The financial statements contain no material misstatements. Unless the auditors express a clean audit outcome, findings have been raised on either reporting on predetermined objectives or non-compliance with legislation, or both these aspects.</p> <p>c. <u>Qualified opinion (2)</u>. The auditor concludes that the financial statements contain material misstatements in specific amounts, or there is insufficient evidence for them to conclude that specific amounts included in the financial statements are not materially misstated.</p> <p>d. <u>Adverse opinion (1)</u>. The auditor disagrees with the representation made by management in the financial statements to the extent of confirming that it is NOT a fair reflection of the financial position. This indicates that the evidence obtained by the auditors does not agree to the figures disclosed in the financials.</p> <p>e. <u>Disclaimer opinion (0)</u>. There is a lack of sufficient appropriate audit evidence to the extent that the auditor is not able to form an opinion. This is the worst type of audit outcome. Due to the lack of evidence, the auditors cannot form an opinion on the financials.</p> <p><b>Accounting Officer's Responsibility</b></p> <p>8. PFMA 1 of 1999 Section 38 (General responsibilities of Accounting Officers) states that the Accounting Officer, at the monthly Accountability Management Committee (AMC) meetings holds Chiefs of Services and Divisions accountable for balances qualified and non-compliances identified and ensures that the Chiefs commit to improving their audit outcomes.</p> <p><b>Chief Financial Officer Responsibility</b></p> <p>9. The CFO coordinates and is the focal point of the audit process. The CFO coordinates the distribution of request for information and responses to audit findings between the auditors and Services and Divisions.</p> <p>10. The CFO conducts bi-monthly meetings or on a need basis, as per the CFO/AGSA meetings requirements, in conjunction with representatives from Services and Divisions, to ensure that the audit process runs smoothly and requests for information and audit findings are responded to timeously as per the engagement letter from the AGSA.</p> <p>11. At the conclusion of the audit, services and divisions are required to compile action plans, where so required, to resolve findings issued by the AGSA and to ensure repeat findings do not recur. These action plans are submitted through the Accountability Management Forum (AMF) a sub-committee of the AMC to the CFO for consolidation.</p>

<b>Outcome 1</b>	<b>Accountable and effective governance of the DOD to enhance civil control of Defence</b>
<b>Indicator Title</b>	<b>Reduction in the number of Balances Qualified in the Financial Statements.</b>
	<p><b>Chief Audit Executive Responsibility</b></p> <p>12. The CAE through their yearly Audit Plan, will ensure adequate departmental controls exists to address/mitigate any control risks within Services and Divisions.</p> <p>13. The CAE will monitor the implementation of submitted Service and Divisions action plans, thereby ensuring where areas of possible non-compliances, control weaknesses and lack of co-operation, will formally be communicated to the Accounting Officer.</p> <p><b>Services and Divisions</b></p> <p>14. Services and Divisions will develop audit action plans to resolve the audit findings and continuously monitor to ensure repeat findings do not recur.</p>
<b>Source of data</b>	1. Report of the Auditor General to Parliament on Vote Number 23: Department of Defence.
<b>Method of Calculation/ Assessment</b>	Total <b>number</b> of qualified balances (headings) in the audit report.
<b>Assumptions</b>	1. Recommendations made by assurance providers to management are implemented and followed up.
<b>Disaggregation of Beneficiaries (where applicable)</b>	<ul style="list-style-type: none"> <li>• Target for Women: N/A.</li> <li>• Target for Youth: N/A.</li> <li>• Target for People with Disabilities: N/A.</li> </ul>
<b>Spatial Transformation (where application)</b>	N/A
<b>Desired performance</b>	Reduction in the number of Balances Qualified in the Financial Statements to 0 (zero) by 2031.
<b>Indicator Responsibility</b>	Acting Secretary for Defence (Chief Defence Policy, Strategy and Planning) and Chief of the South African National Defence Force (Chief of Staff [SANDF]).

## DOD OUTCOME 2: PERFORMANCE INDICATOR DESCRIPTION

**Table 14: TID: Percentage compliance with mandated Defence commitments as resourced**

<b>DOD Outcome 2</b>	<b>An effective and sustainable Defence Force capacitated to execute mandated commitments.</b>
<b>Indicator title</b>	<b>Percentage compliance with mandated Defence commitments as resourced.</b>
<b>Definition</b>	<p>1. This Performance Indicator measure the compliance of the DOD, especially the South African National Defence Force's direct contribution to the Medium-Term Development Plan 2024-2029 Strategic Priority 3 "<i>Build a Capable, Ethical and Developmental State</i>" and the MOD&amp;MV's Performance Agreement with the President (October 2020) and the MOD&amp;MV Performance Agreement (Priorities for the Minister's Performance Agreement for 2023/24) signed by the President of the RSA dated 18 July 2023.</p> <p>2. Mandated commitments are ordered by means of MOUs, directives and instructions. These operations are conducted domestically and externally. Domestic operations entails: border safeguarding, operations in cooperation with the SAPS, support to other government departments as well as humanitarian assistance and disaster relief. The SANDF will contribute to government domestic policy objectives by primarily conducting and participating in interdepartmental activities/missions.</p> <p>3. It is imperative that the SANDF is capacitated to support government's international obligations and domestic policy objectives. The SANDF as an instrument of government will extensively and increasingly participate in international peace missions endorsed by UN, AU and SADC.</p> <p>4. The SANDF will conduct all operations as funded and against reimbursement.</p> <p>5. Defence commitments<sup>39</sup> related to the following:</p> <ul style="list-style-type: none"> <li>a. Defend and Protect South Africa, through deterring and preventing conflict, protecting National interests and defending South Africa.</li> <li>b. Safeguarding of South Africa, through the safeguarding of borders and critical infrastructure, supporting the SAPS and ensuring information security.</li> <li>c. Promote Peace and Security through promoting strategic influence.</li> <li>d. Execute Ordered Tasks through the execution of relevant treaty obligations (Peace Support Operations), ordered Presidential tasks,</li> </ul>

<sup>39</sup> The mandated commitments/deployments of the SANDF by the President, as CiC, are in relation to the compliance with the number of mandated commitments (external and internal operations). Thus, the MOD&MV has resolved to comply with all (100%) resourced mandated commitments (external and internal operations).

<b>DOD Outcome 2</b>	<b>An effective and sustainable Defence Force capacitated to execute mandated commitments.</b>
<b>Indicator title</b>	<b>Percentage compliance with mandated Defence commitments as resourced.</b>
	<p>assisting Civil Authorities as ordered and contributing to the developmental agenda of Government.</p> <p>e. Organisational Support Compliance.</p> <p>f. Effective Training.</p> <p>g. Capability Renewal.<sup>40</sup></p> <p>6. Preventing a Humanitarian Disaster, including mitigating effects against pandemics, such as COVID-19.</p>
<b>Source of data</b>	1. Presidential Minutes, CSANDF Instruction, Joint Force Employment Requirements, Guidelines, Plans and Debrief Reports.
<b>Method of calculation/assessment</b>	<p>Number of operations executed divided by the number of operations mandated equals to percentage compliance.</p> <p>X = Number of operations executed.</p> <p>Y= Number of operations mandated.</p> <p><math>Z=X/Y*100=\%</math>.</p>
<b>Assumptions</b>	Sufficient funding to capacitate and sustain the SANDF is critical.
<b>Disaggregation of beneficiaries(where applicable)</b>	N/A.
<b>Spatial Transformation (where applicable)</b>	N/A.
<b>Reporting cycle</b>	Annually.
<b>Desired Performance</b>	All mandated commitments are executed.
<b>Indicator responsibility</b>	Chief of South African National Defence Force.

<sup>40</sup> The SDA is paramount to the renewal of future capabilities for the SANDF.

**Table 15: TID: Percentage implementation of the SANDF Long-Term Capability Development Plan (“Journey to Greatness”)**

<b>DOD Outcome 2</b>	<b>An effective and sustainable Defence Force capacitated to execute mandated commitments.</b>
<b>Indicator title</b>	<b>Percentage implementation of the SANDF Long-Term Capability Development Plan (“Journey to Greatness”)</b>
<b>Definition</b>	<p>1. The ‘Journey to Greatness’ is based on specific pillars that together aim to move the SANDF from its current state, with legacy capabilities, through various MTDP periods, utilising an interim force design to achieve the intended future defence capability.</p> <p>2. The aim of the ‘Journey to Greatness’ Plan is to establish a framework that will describe the LT Plan of the SANDF towards an appropriate future defence capability. This plan manifests as a cyclic and flexible instrument that requires regular review as part of the strategic planning process of the DOD.</p> <p>3. This plan is based on an internal, external and cyber scenario as a point of departure. These scenarios are linked to the ministerial guidelines, while planning of the ‘Journey to Greatness’ was done utilising a capability development approach.</p> <p>4. The following deliverables will be pursued over the MTDP 2024-2029 period:</p> <ul style="list-style-type: none"> <li>a. <u>Restructuring the Force</u>. The restructuring of the SANDF is a focus area of both the Minister of Defence and Military Veterans (MOD&amp;MV) and the C SANDF. The intention is to move away from a management-centred defence force to one that embraces command and control, with the command being the focal point. This involves a return to the CS1 to CS9 staff system, starting with the CS5 (Planning) structure as the benchmark at all levels. It also entails balancing and re-organising the Defence Force as the foundation for future growth.</li> <li>b. <u>Development of a Disaster Management Capability</u>. Establish a fully functional Disaster Management Capability within the SANDF by the end of the Medium-Term Development Plan (MTDP) period to enhance national resilience and rapid response to emergencies. The capability is to be established to address disaster management in terms of both natural disasters and manmade insecurity. This pillar is closely linked with the rapid deployment capability and entails: <ul style="list-style-type: none"> <li>i. Formulate a comprehensive Disaster Management Strategy that clearly outlines roles, responsibilities, and operational frameworks.</li> <li>ii. Ensure the strategy aligns with national disaster response frameworks, defence mandates, and intergovernmental coordination mechanisms.</li> </ul> </li> </ul>

DOD Outcome 2	An effective and sustainable Defence Force capacitated to execute mandated commitments.
Indicator title	Percentage implementation of the SANDF Long-Term Capability Development Plan ("Journey to Greatness")
	<p>iii. The measure of the readiness and effectiveness of the SANDF to respond to and manage both natural and manmade disasters.</p> <p>c. <u>DOD Border Safeguarding Optimisation Plan</u>. The DOD Border Safeguarding Optimisation Plan represents a detailed and comprehensive plan to improve the effectiveness of Border Safeguarding (SA Military Strategic Mission 3) from the current measured effectiveness indicator of 51,7% to an acceptable level, through investment in the correct System Elements (POSTEDFIT) in the different SANDF capabilities. This is determined by prioritising these capabilities that directly influence border safeguarding operations, and thereafter determining which System Element's enhancement will cause the biggest improvement of the mission. It also serves as a tool to determine how to utilise allocated resources the most effectively in the in-year, as well as the multi-medium term strategic frameworks, depending on the level of ambition that will balance affordability and requirements. As part of the <b>Medium-Term Development Plan (MTDP)</b>, the <b>South African National Defence Force (SANDF)</b> is committed to enhancing national security through the progressive implementation of the <b>Border Safeguarding Optimisation Plan (BSOP)</b>. This comprehensive strategy aims to strengthen South Africa's border protection capabilities across all operational domains, ensuring a more <b>integrated, technologically advanced, and responsive border security framework</b>. The plan targets <b>25% implementation during the MTDP period</b> and <b>50% implementation by its conclusion</b>, focusing on key domains, which are:</p> <p>i. <b>Land Domain:</b> Reinforcing border patrols, surveillance, and rapid response capabilities to counter illicit cross-border activities.</p> <p>ii. <b>Air Defence Domain:</b> Expanding aerial surveillance through drones, reconnaissance flights, and intelligence-driven air operations.</p> <p>iii. <b>Maritime Domain:</b> Enhancing naval and coastal security through improved radar monitoring, patrols, and interdiction capabilities.</p> <p>iv. <b>Military Health Services Domain:</b> Strengthening deployed military medical support systems to sustain border operations and personnel welfare.</p> <p>v. <b>ICT &amp; Intelligence Domain:</b> Modernising real-time surveillance, intelligence-sharing, and secure data integration to enhance decision-making.</p>

DOD Outcome 2	An effective and sustainable Defence Force capacitated to execute mandated commitments.
Indicator title	Percentage implementation of the SANDF Long-Term Capability Development Plan ("Journey to Greatness")
	<p>vi. <b>Support Domain:</b> Ensuring sustainable logistics, infrastructure, and personnel deployment to maintain operational effectiveness.</p> <p>d. <u>Information, Communication and Technology Renewal and Optimisation.</u> Modernise and integrate the defence ICT architecture by addressing legacy system challenges and establishing a robust, future-ready environment that supports data integrity, operational efficiency, and legislative compliance. Aged ICT legacy systems have historically contributed to inefficiencies by inhibiting integration, modernisation, data integrity, and compliance with legislative requirements. The development of the DOD Enterprise Architecture was designed to serve as the strategic guide for the integration and modernisation of the defence ICT infrastructure that ensures operational efficiency, data integrity, and full legislative compliance.</p> <p>e. <u>Establishment of the Rapid Deployment Capability.</u> The SANDF will progressively develop and operationalise a Rapid Deployment Capability (RDC) over the next five years to enhance its ability to respond swiftly to emerging security threats across multiple domains. The RDC will be developed as a joint capability within the SANDF, structured into two distinct yet complementary concepts—<b>internal deployment</b> and <b>external deployment</b>—ensuring strategic responsiveness across multiple operational environments. The RDC is a joint and multidimensional SANDF deployment capability consisting of land, air, maritime, military health and Special Forces, with dedicated specialist and supporting elements capable of being deployed internally and externally for a wide range of missions at short notice – within 25 hours – and in a phased approach.</p> <p>f. <u>Model Units.</u> Each of the four Services (SA Army, SA Air Force, SA Navy and SA Military Health Service [SAMHS]) must identify four units to be developed into model units that will serve as a benchmark for other units in the respective Services. The respective Services are expected to establish one training unit, one operational unit, one support unit and one Reserve Force unit, each with the approved minimum facilities. These units must be elevated to fully equipped, staffed and resourced force structure elements that are self-sufficient, sustainable and operationally deployable. In the first phase of this effort, the selected units will be standardised and upgraded with a view to improving their functionality and eventually enhancing the effectiveness and public image of all military units.</p> <p>g. <u>Clothing the Force.</u> The SANDF will prioritise the <b>functional clothing requirements</b> essential for <b>operational effectiveness</b>, ensuring that <b>combat dress for deployed forces and other specialised attire</b> remain adequately resourced. This approach will guarantee that all personnel are <b>properly equipped for mission success</b>, while maintaining <b>sustainability and cost-efficiency</b> in the clothing</p>

<b>DOD Outcome 2</b>	<b>An effective and sustainable Defence Force capacitated to execute mandated commitments.</b>
<b>Indicator title</b>	<b>Percentage implementation of the SANDF Long-Term Capability Development Plan (“Journey to Greatness”)</b>
	supply system. By implementing a structured procurement and replenishment strategy, the SANDF will enhance <b>readiness, morale, and professionalism</b> , ensuring that clothing supports both <b>mission-critical performance and long-term operational sustainability</b> .
<b>Source of data</b>	<ol style="list-style-type: none"> <li>1. SA Defence Review 2015.</li> <li>2. Military Strategy 2025.</li> <li>3. SANDF Long Term Capability Development ‘Journey to Greatness Plan’.</li> <li>4. Ministerial Directive: MODD/001/2022 dated 27 August 2022.</li> </ol>
<b>Method of calculation/assessment</b>	$Z = X/Y * 100 = \%$  X = Number of <b>SANDF Long-Term Capability Development Plan</b> deliverables implemented.  Y = Number of <b>SANDF Long-Term Capability Development Plan</b> deliverables over the MTDP 2024-2029 period.
<b>Assumptions</b>	Sufficient funding to implement the SANDF Long-Term Capability Development Plan (“Journey to Greatness”).
<b>Disaggregation of beneficiaries(where applicable)</b>	N/A.
<b>Spatial Transformation (where applicable)</b>	N/A.
<b>Reporting cycle</b>	Annually.
<b>Desired Performance</b>	All deliverables of the SANDF Long-Term Capability Development Plan (“Journey to Greatness”) are implemented.
<b>Indicator responsibility</b>	Chief of South African National Defence Force.

## ANNEXURES TO THE STRATEGIC PLAN

### ANNEXURE A: DISTRICT DEVELOPMENT MODEL

Areas of intervention	Five-year planning period					
	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project Leader	Social partners

The DOD has no direct contribution to the District Development Model.



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